# College of Micronesia-FSM

## Integrated Educational Master Plan (IEMP) Evaluation Report 2013-2016

**September 2016**

# Table of Contents

**Integrated Educational Master Plan (IEMP) Summary of Actions**

| Components | # of items | # of active outcomes | Outcomes met | Outcomes not met | No data |
|---|---|---|---|---|---|
| 1 Plan Component Instructional Affairs | 55 | 36 | 24 | 12 | 9 |
| 2 Plan Component Student Services | 9 | 9 | 5 | 3 | 1 |
| 3 Plan Component Information Technology | 10 | 9 | 9 | 0 | 1 |
| 4 Plan Component Human Resources | 22 | 22 | 21 | 1 | 1 |
| 5 Plan Component FCE | 9 | 8 | 6 | 3 | 0 |
| 6 Plan Component Administrative Services | 4 | 4 | 4 | 0 | 0 |
| 7 Plan Component CRE_LG | 43[1] | Incomplete Data | | | |

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[1] A report from CRE was not submitted

# Instructional Affairs Summary

The instructional affairs (IA) section of the Integrated Educational Master Plan (IEMP) contains seven major action plans with fifty-five specific plans or outcomes (Table 1.1).

Table 1.1. IA Outcomes Achievement and Overview

| Action Plan | # of active outcomes | # of inactive outcomes | Outcomes met | Outcomes not met | Outcomes with No data |
|---|---|---|---|---|---|
| AP 1 (23) | 15 | 3 | 9 | 4 & 2 N/A | 5 |
| AP 2 (5) | 5 | 0 | 4 | 1 | 0 |
| AP 3 (10) | 8 | 2 | 7 | 1 no target | 0 |
| AP 4 (7) | 4 | 0 | 2 | 2 | 3 |
| AP 5 (5) | 4 | 1 | 2 | 2 no info. | 0 |
| AP 6 (4) | 0 | 4 | 0 | 0 | 0 |
| AP 7 (1) | 0 | 0 | 0 | 0 | 1 |
| **TOTALS (55)** | **36** | **10** | 24 | 12 | **9** |

## Outcomes met

There are 36 active outcomes for Instructional Affairs and 24 outcomes have been met since 2013. Highlights are:

- Program review and assessment, and program prioritization are all standard practice at the college. The reports are used for program improvement and resource allocation.
- Using SIS data to inform master schedules has allowed for more strategic scheduling of courses.
- Short-term trainings were offered in Pohnpei and need to be increased in the other states.
- Public Health and Nursing programs were initiated with grant money and are now integrated into the regular budget of the college.
- Achieving College Excellence (ACE) continues to have a 60% completion rate but we need to examine success in gateway courses the following semester. ACE students are not as successful as those who placed into the college level courses.
- The trial counseling program has submitted a proposal for a full-time coordinator/instructor and the outcome is pending the results of the 2016 program review.
- Part-time faculty members continue to assist in many divisions of the instructional area. Many of these faculty members have served the college for a number of years.

## Outcomes Inactivated

Ten outcomes were made inactive due to updates in the plan. These are:

- Distance learning

- Appropriate facilities (instructional affairs does not have direct control over this outcome except to provide facilities and maintenance with input from IA.)
- Recruitment and retention of non-traditional students (no definition yet for non-traditional students). Once a definition is adopted for non-traditional students, data can be collected and specific strategies to recruit and retain these students can be implemented.
- Distance learning training for faculty
- Faculty teaching loads for distance learning
- Decision-making grids – old grids are no longer in use. Governance structure was changed.
- Integrate uniquely Micronesian language and culture. "Uniquely" was removed from the college mission statement. Language, culture and civic responsibility are still promoted as part of the general education learning outcomes (Goal 4 Ethics and Culture; PSLOs 4.1, 4.2, 4.3, 4.4 and 4.5). (4 IEMP outcomes)

## Outcomes Not Met

- Articulation agreements/pathways
- Number of marine science students in field studies
- Program completer use of career counseling and job placement services/no established service provider
- Percent of college ready students
- College 101 course not ready for implementation
- Job fair not implemented
- Library collections not yet available online

## Outcomes with No Data
- Trio grant data reported was 2016 or baseline.
- Percent of faculty with updated technology and positive rating on communications survey
- Transfer counseling (consult SS counselors)
- Linking extra and co-curricular activities with instructional affairs
- Early intervention software or system
- Finalizing COMET update and other admission criteria
- FSM-FMI data

## Last year of IEMP (2017) and beyond

Instructional Affairs (IA) will continue to work on the outcomes not met at the time of this report. Establishing articulation agreements and pathways remains a focus at the college and supports student success. Improving career advisement and implementing a job fair will help address the issue of the low rating on the CCSSE item of faculty-student interaction. Addressing first year experiences, field experiences, and preparing students for college will all help the college increase retention and improve time to graduation.

The current outcomes being addressed require more than one year of work and follow the outcomes outlined in the Quality Focus Essay (QFE) which has a timeline until 2019. IA will continue on this path and actually achieve the outcomes and complete the work before changing directions. Items of concern identified in the Foundations of Excellence (FoE) and Gateway to Completion work, the 2016 Visioning Summit, new strategic

plan, and program reviews will provide guidance on other directions instructional affairs should address. Other factors that have potential influence on the future of instruction at COM-FSM are accreditation policies and standards and the U.S. Department of Education regulations. A detailed evaluation of the IA portion of the IEMP is provided in Appendix 1.

# Enrollment Management and Student Services

There are nine outcomes in the college's Integrated Educational Master Plan (IEMP) that relate to Enrollment Management and Student Services (EMSS). Of these eight outcomes, five have been met, three were not met, and one was made inactive due to either update in the plan or no data collected (or available) (Table 2.1).

Table 2.1.  EMSS Outcomes Achievement Overview

| Action Plan | No. of Outcomes | Outcomes Met | Outcomes Not Met | Inactive Outcomes | Outcomes with No Data |
|---|---|---|---|---|---|
| SS1. Marketing and recruitment | 1 | 0 | 0 | 1 | 1 |
| SS2.  Student progression. | 6 | 4 | 2 | 0 | 0 |
| SS3.  Career services | 1 | 0 | 1 | 0 | 0 |
| SS4.  Admissions, registration and matriculation | 1 | 1 | 0 | 0 | 0 |
| **Total** | **9** | **5** | **3** | **1** | **1** |

Table 2.2.  EMSS Outcomes that have been met and actions taken

| Action Plan | SS2.  Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Outcome | 2.2.  Strengthen support mechanisms for at-risk students, and improving student progression. |
|---|---|---|---|
| **Actions Taken** | | | |

1. Counseling services are available at all campuses to: (a) assist students in establishing or clarifying appropriate educational and vocational goals, and (b) assist them with challenges (or problems) of academic, social or personal nature.
2. Free tutorial services are made available to students throughout the academic year.  Students come in to receive the additional help they need on assignments or to receive supplemental work to develop their academic weaknesses. Some students come in on their own while academic advisors or instructors refer others.
3. In the 2014 Community College Survey of Student Engagement (CCSSE), the college received a mean rating of 3.36 in terms of providing support that students need to help them succeed at the college.  The rating is higher if compared to those received by small colleges and the 2014 cohort.  Additionally, in the 2015 National Community College Benchmark Project (NCCBP), the college scored In the 99th percentile on the CCSSE Support for Learner Benchmark Mean as compared to the national data representing 248 community colleges.
4. Improved tutoring support for the college's Achieving College Excellence (ACE).  ACE instructors continue to work closely with counselors and tutors in providing weekly tutorial sessions for ACE students, e.g., 31 (or 69%) of the 45 students who had enrolled for the second session of ACE at the Career and Technical Education Center (CTEC) in Pohnpei successfully passed prescribed ACE course and were advanced to degree-level.

5. The college's new student orientation is the critical first step to promoting "Student Success." As such, EMSS has expanded the student orientation by providing (a) regular orientation each fall, spring, and summer terms, and (b) extended orientation sessions. For examples, on March 18, 2015, "A quick guide to using myShark (Student Portal)" was presented to students in the Micronesian Studies program; on June 24, 2016, and June 28, 2016, orientation sessions were conducted for first-time in college (freshman) new students who registered for summer 2016 classes at the National Campus, and the 26 participants of the Doctors and Dentist For Tomorrow (DDFT) program, respectively; and on August 4, 2016, orientation session for first-time-in-college new students.

6. Counseling services organize a variety of workshops and activities to enhance students' educational experiences, and to complement classroom instructions. These workshops and activities are organized and coordinated in collaboration with instructional affairs and other units on campus including external government and private agencies or programs. The topics range from test-taking skills, study skills, managing test anxiety, resume writing and job interview skills to career day.

7. The roles of the college's peer coaches (then, peer guides) have been expanded beyond the new student orientation week.

| Action Plan | SS2. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Outcome | 2.3. Formalize collaborative and integrated process with program faculty and student services staff for counseling and tutoring assistance. |
|---|---|---|---|

| Actions Taken |
|---|

1. Counseling and tutorial services are provided for all students. Collaboration with instructors has begun with e-mail referrals of students, and a panel discussion with instructors during the March 13, 2015, workshop for faculty addressing Student Success and "Just in Time Intervention."
2. On August 14, 2015, counselors and Financial Aid Office (FAO) staff were invited by the college's department of instructional affairs to provide a presentation (information sharing and discussion) to the members of faculty about available student support programs and services that compliment instruction.
3. Counseling services further reported that ten instructors have one tutor attend their class (es) to provide tutorial services.
4. EMSS continue to collaborate with the department of instructional affairs especially in providing trainings for faculty members on guide to using the myShark portal, online submission of grades, and others. For example, On August 1, 2016, VPEMSS facilitated training for faculty members at National Campus and CTEC Pohnpei on using the myShark portal to effectively advise students with their program requirements and information necessary for students to be successful.

| Action Plan | SS2. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Outcome | 2.4. Develop and implement a student services staff development plan directed at supporting student success. |
|---|---|---|---|

| Actions Taken |
|---|

1. On June 24, 2014, the college's EMSS department (then SS department) had developed 2014-2019 Professional Development Priorities, in conjunction with the college's strategic directions on investing and building strong capacity of human capital, and focusing on student success.
2. EMSS provided an array of training sessions to student support services supervisors and staff on assessments and reviews of student support services, from scheduled department-level meetings, special meetings, and department's mini summits. As results, student support services units are able to effectively and efficiently conduct and complete annual assessments and biennial reviews to: (a) evaluate quality of programs and services; (b) identify strengths and areas for improvement including what and how programs and services can contribute to student learning and development; and (c) inform program enhancement.

| | | | |
|---|---|---|---|
| **Action Plan** | SS2.  Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | **Outcome** | 2.5.  Develop and implement a comprehensive student life program that focuses on student development and leadership, obtaining ILOs, and increasing opportunities for cultural diversity. |

**Actions Taken**

1. EMSS continues to offer an array of co- and extra-curricular activities designed to promote student development and engagement.  A schedule of these activities is available online.
2. Student leadership is developed through the Student Body Association (SBA), and recognized student clubs.
3. Student clubs are vital components of the total educational experience at the college where students participate in activities geared at enhancing their educational and career training or social activities that reflect special interests including cultural events, community service projects, and others.
4. On March 6, 2015, the college's Board of Regents approved BP 2200 that includes the establishment of the Student Success Committee (SSC) as one of the standing committees at the college. The committee's functions include: (a) draft or revise policies and/or procedures assigned to or identified by the committee relating to student life, counseling, tutoring, and collaborations between instructional, student support, student services, and other units in support of student success; (b) review and provide input on all major documents relating to student life, counseling, tutoring, and other areas of student support; (c) review and provide input on metrics such as retention, course completion rates, graduation rates, time to graduation, and other measures of student success; and (d) review and provide input on major programs, projects, and initiatives related to student success and retention.

| | | | |
|---|---|---|---|
| **Action Plan** | SS4.  Admissions, registration and matriculation | **Outcome** | 4.1.  Review and update COMET entrance testing for validity, reliability, security, standardizing of testing procedures, and entrance criteria. |

**Actions Taken**

1. In 2013, the reading test was changed to Nelson-Denny Reading Test (NDRT) after a pilot study conducted fall 2012, with 200 first-year students.
2. The college's department of instructional affairs conducted in fall 2014 a small study about the COMET and the ACCUPLACER® to determine whether students are placed about the same using COMET as they did using a standardized placement test such as ACCUPLACER®. The study involved 86 new freshmen were given the paper based ACCUPLACER® Companion Tests for ESL English and math. 81 of the students placed into degree programs at COM-FSM, four students placed in Achieving College Excellence (COM-FSM developmental courses) and one student was a certificate student as placed by COMET during spring 2014. COMET and ACCUPLACER® are different tests, so the comparison of these two tests is based on placement. Results of the study showed: (a) the COMET reading test placed 79 of the 86 students into degree program as compared to 66 of the 86 students using ACCUPLACER®; and (b) the COMET math test seems to place students higher than the ACCUPLACER® test, i.e., 43 students placed into college level math compared to four students using ACCUPLACER®.
3. EMSS continues to provide training on COMET proctoring to ensure consistency in the administration of the COMET, including using the COMET entrance criteria to determine program and course placement (ESL, EN, and MS).  For examples, on January 26, 2016, COMET proctors' meeting, and during EMSS site visits to the state campuses.
4. The Recruitment, Admissions, and Retention Committee (RARC) continues to: (a)  preview and evaluate the reliability and validity of COMET; (b) review statistical analysis of testing data;  and (c) if needed, make recommendations to the president through VPEMSS.

## Table 2.3.  EMSS Outcomes that were not met and some actions taken

| Action Plan | SS2.  Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Outcome | 2.1. Increase the success of first-year students through improving coordination of first-year experience programs and developing a College 101 course required for all new students. |
|---|---|---|---|

| Actions Taken |
|---|

1. This is still a work in progress.
2. The college is yet to develop and implement college 101 course that will be required for all new students.

3. On July 14, 2015, the Office of Insular Affairs, US Department of Interior, notified COM-FSM that its grant proposal had been selected to receive TAP grant amounting to $103,160.00, subject to award period beginning July 6, 2015, and ending, September 30, 2017.
4. COM-FSM TAP grant project is composed three major programs: (a) student success study program; (b) retention program; and (c) pathway to graduation program. Additionally, under this TAP grant project, the college will partner with an institution that could provide professional services to improve its student retention and persistence to graduation; thus, reversing recent declines in student success.
5. On November 11, 2015, the college entered into a Memorandum of Understanding (MOU) with John N. Gardner Institute (JNGI) for Excellence in Undergraduate Education, a leader in higher education student success. Under the MOU, the college contracts JNGI's consultancy and professional services by employing three of its signature processes: Foundations of Excellence®, Gateways to Completion®, and Retention Performance Management®. Specifically, the Foundations of Excellence® is a one-year process that focuses on creating an evidenced-based action plan to improve student success and retention of first-year students.
6. While the works related to the college's student success study program, retention program, and pathway to graduation, are in progress, the EMSS continues to provide student support services in its commitment to promoting student success.  These services include tutoring and counseling, peer and mentoring, orientation for freshman students, an array of co-curricular workshops and extra-curricular activities, financial aid and scholarship, and others.

| Action Plan | SS2.  Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Outcome | 2.6. Enhance the timeliness of advising and referrals by adopting a computer software program to coordinate and integrate faculty advising program with counseling and tutoring programs. |
|---|---|---|---|

| Actions Taken |
|---|

1. This is a work in progress.
2. EMSS is currently in the process of exploring for an ideal application that (a) supports the initiatives and responsibilities of all student success stakeholders; (b) aggregates multi-system data to streamline workflow associated with the early identification and advising of at-risk students; and (b) provides intervention, remediation, and collaboration tools to help keep students on path from admittance to graduation.
3. Nevertheless, a channel through the instructors, counselors, and tutorial services is ongoing to further improve counseling and tutorial services.  Collaboration with instructors has begun with e-mails referrals of students, a panel discussion with instructors during the March 13, 2015, workshop for faculty addressing student success, and "just-in-time intervention," and Collaboration with instructors has begun with e-mails referrals of students, and a panel discussion with instructors during the March 13, 2015, workshop for faculty addressing student success, and "just-in-time intervention."

| Action Plan | SS3.  Career services (ILOs, transfer, job placement) | Outcome | 3.1.  Formalize a career counseling and job placement program. |
|---|---|---|---|

| Actions Taken |
|---|

| | |
|---|---|
| 1. | A job placement program is yet to be formalized.  The college does not have (or yet to create) a career and job placement counselors as envisioned under the IEMP. |
| 2. | While career guidance and counseling is among the general services provided by the counseling services, EMSS plans to expand these services to include job placement. |
| 3. | Nevertheless, counseling services continue to provide activities, such as career day and job fair. |

## Table 2.4.  EMSS Outcome that was made inactive

| **Action Plan** | SS1.  Marketing and recruitment | **Outcome** | 1.1.  Create, improve, and implement a process to increase recruitment of non-traditional students into programs. |
|---|---|---|---|
| | **Actions Taken** | | |
| 1. On February 17, 2015, EMSS developed and implemented a recruitment and enrolment action plan to: (a) increase visibility, awareness, and knowledge about the college, and opportunities available for students; (b) improve execution of multi-modal enrolment, marketing, and communication services to increase touch points with students, and use relationship cultivation and targeted approach. | | | |
| 2. The initial implementation of the plan piloted the launching at each campus location of the first-ever college fair on March to April 2015.  As a result, the college registered 278 new students during summer 2015 representing an increase of 93 (or 50.27%) new students over summer 2014, i.e., new students are at their highest level for the last five summer period. On April 2016, the department also launched the second college fair at each campus location. | | | |
| 3. The plan's targeted priority groups include traditional first time freshman, transfer, and other students. | | | |
| 4. The college is yet to institutionally define "non-traditional student" as a starting point to planning. | | | |

## Table 2.5. Outcomes and Action Steps for Enrollment Management and Student Services

| **Outcome** | SS1.  Develop and implement an effective and sustainable college-wide strategy for identifying and supporting students who are considered to be at-risk of academic failure or attrition (new, modified version of SS2, 2.2). |
|---|---|
| **Action Steps** | 1.1. Strengthen collaboration and coordination between academic, learning support, and student support staff to ensure availability of resources including access to services to support at-risk students (see IEMP SS2, 2.3). |
| | 1.2.  Implement (or use) technology to enhance college-wide capacity to efficiently track and outreach to students, enhance the timeliness of advising, and integrate academic advising and learning and student support services  (see IEMP SS2, 2.6). |
| | 1.3.  Explore and implement the use of an assessment tool to obtain a holistic view of factors that affect student success allowing better selection and placement of new students (new). |
| **Outcome** | SS2. Increase the success of first-year students (course completion, persistence, and retention) |
| **Action Steps** | 2.1. In collaboration and coordination with instructional and learning support services, develop and implement a College 101 course required for all new students (see IEMP SS2, 2.1) |
| | 2.2.  Continue working with the John N. Gardner Institute for Excellence in Undergraduate Education, the Foundational Dimensions® work groups, student success committee, and other units to completing and implementing a success plan for students during their first-year of college (new). |
| | 2.3.  Develop and implement a college-wide comprehensive student life program that focuses on student leadership and development, enhances student engagement and satisfaction (new). |

| | |
|---|---|
| | 2.4.  Increase student engagement and involvement by facilitating increased participation in co- and extra-curricular activities as measured by an increase in the number of students participating in clubs as well as the number of club activities on campus and off campus (new). |
| **Outcome** | SS3. Stabilize enrollment targets in head counts, registered credits, and full-time equivalent students including average credit load (new) |
| **Action Steps** | 3.1.  Create, improve, and implement a coordinated marketing, recruitment, and outreach program to increase enrollment of targeted priority groups, i.e., traditional first time freshman, transfer, and traditional[2] students (new, modified version of SS1, 1.1). |
| | 3.2. Increase visibility, awareness, and knowledge about the college, and opportunities available for students (new). |
| | 3.2. Improve execution of multi-modal enrolment, marketing, and communication services to increase touch points with students, and use relationship cultivation and targeted approach (new). |
| | 3.3. In collaboration and coordination with instructional affairs, develop and implement alternative scheduling (block scheduling, 6-week sessions, etc.) to improve student success and retention (new). |
| | 3.4.  Further strengthen recruitment efforts through the development and implementation of strategic marketing tools, such as but by no means not limited to, innovative use of web and social media marketing, creative services, and others. Additionally, continue to host early college awareness activities, e.g., college fairs and visits, career exploration for prospective students and the general public, ads utilizing print and broadcast media, exposition, and others (new). |
| | 3.5.  Build strong ties with the local K12 schools in order to increase partnerships, outreaches, activities, and events designed to retain students through graduation and better prepare them for postsecondary education (new). |
| | 3.6. In collaboration and coordination with instructional affairs, continue to offer summer transition program for income new students and first- time in college freshman students, and promote the college's early and dual enrollment programs (new). |
| **Outcome** | SS4. Formalize a career counseling and job placement program (see SS3, 3.1). |
| **Action Steps** | 4.1. Expand the roles and the services provided by counseling services to include job placement assistance or services (new). |
| | 4.2.  Develop and implement a comprehensive, developmental program designed to assist individuals in making and implementing informed educational and occupational choices (new). |
| | 4.3.  Continue to facilitate and/or provide activities designed to help students acquire the knowledge, skills, and experience necessary to identify options, explore alternatives and succeed in community, and better prepare them for changing workplace, e.g., career day, job fair, and others (new). |
| | 4.4. Provide comprehensive career development and transfer services to assist students in all phases of career decision making, planning and preparing, gaining experience and success outcomes (new). |

Further details on the evaluation of the EMSS section of the IEMP are provided in Appendix 2.

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[2]College needs to institutionally define "traditional students."

# Information Technology Summary

The Information Technology section of the Integrated Educational Master Plan contains two major action plans with 10 specific strategies/action steps (Table 3.1).

Table 3.1. ITO Outcomes Achievement Overview

| Action Plan | No. of active outcomes | No. of inactive outcomes | Outcomes Met | Outcomes Not Met | Outcomes with No Data |
|---|---|---|---|---|---|
| TP1 (7) | 6 | 1 | 6 | TP1.5 | 1 |
| TP2 (3) | 3 | 0 | 3 | 0 | 0 |
| **TOTALS (10)** | **9** | **1** | **9** | **1** | **1** |

There are two major action plans with 10 outcomes, nine of which are active/met and one that is not met.

The two Major plans are to deliver effective technology services to support college services, and to enhance physical infrastructure to support communication and information services. Main Intended Purposes are to:

- Maintain and expand COM-FSM mission critical systems such as the online Student Database, Student Information System (SIS), to continue to address the expanding needs of the COM-FSM system;
- In cooperation with Instructional Affairs, establish directions that link best instructional practices to ICT technologies; Facilities, infrastructure, support Staff, capacity building;
- Monitor and track new technologies and evaluate relevance for use at the college; for current and future ICT technologies and developments;
- Incorporate planning for ICT technologies into system design of all new programs and services college-wide; instructional, student services and administration based on SLOs; and
- Data Backup and Security: (Reference COM- FSM Communications Plan) to ensure continuity of programs and services supported by IT.

One outcome was inactive/not met due to circumstances and interdependencies in the plan:

TP1 / IT1.5 as part of system planning was to incorporate planning for ICT technologies into system design of all new programs and services college-wide; instructional, student services, and administration based on SLOs. The process of restructuring programs is ongoing, Instructional affairs is preparing to restructure the associate degree and certificate programs. IT will be involved in these discussions to assist with alignment of appropriate technologies to enhance technology support for SLOs as the process matures. Meanwhile IT will monitor progress of revision of associate and certificate programs for ICT input and continue to pursue SLO tracking capabilities within the SIS.

Development from here is to continue to provide support to the institution and the new overall IEMP as it is developed. IT will maintain its two prime areas in the plan, which are to deliver effective technology services to support college services, and to enhance physical infrastructure to support communication and information services. Intended purposes will be reflective of specific needs in support of these and

other departments. New items of focus will probably include the area of increased database tracking/reporting capabilities. Options are currently being explored and will be included in future plans. Networking infrasture too is an ever evolving field, data and observations will feed into technology improvement plans to further support technology services quality as well as stated plans.

Further details on the evaluation of the IT section of the IEMP are provided in Appendix 3.

# Administrative Services

The department has 34 active outcomes and 32 outcomes have been accomplished, or met, since the creation of the IEMP (Table 4.1). Many new outcomes were created but the IEMP has not reflected those changes. For the purpose of this summary evaluation, the report will only reflect the original activities and targets in the IEMP.

Table 4.1. Administrative Services Outcomes Achievement Overview

| Action Plan | # of active outcomes | # of inactive outcomes | Outcomes met | Outcomes not met | Outcomes status |
|---|---|---|---|---|---|
| HR 3:1 | 3 | 0 | 3 | 0 | 95% completed |
| HR3:2 | 2 | 0 | 2 | 0 | 98% |
| HR3:3 | 3 | 0 | 2 | 1 | No data |
| HR3:4 | 1 | 0 | 1 | 0 | No data |
| HR3:5 | 4 | 0 | 4 | 0 | Watson trainings completed |
| HR3:6 | 9 | 0 | 9 | 0 | 151 out of 165 needed positions filled- 14 pending |
| FCE1 | 1 | 0 | 1 | 0 | $8.5 million for fy17 |
| FCE2 | 2 | 0 | 2 | 0 | Budgeted for in fy2017 |
| FCE3 | 1 | 0 | 1 | 0 | To be released in FY2017 and onward |
| FCE 4 | 4 | 0 | 3 | 1 | Director of Procurement and plan in place. |
| FCE 5 | 1 | 0 | 1 | 0 | Facilities & Equip. inventory updated |
| AS 1 | 1 | 0 | 1 | 0 | Budget Completed on schedule |
| AS 2 | 1 | 0 | 1 | 0 | Audit completed on schedule |
| AS 3 | 1 | 0 | 1 | 0 | Insurances paid on time. |
| **Total** | **34** | **0** | **32** | **2** | |

## Outcomes Met

The following reflect outcomes that were met:

- Fully comply with policy on minimum qualifications BP6009 (faculty), BP6006 (employment policy). 99% of faculty staff meet minimum qualifications.

- Provided on-going professional development of faculty and staff at all campuses. 100% new faculty and staff were mentored.
- Consultant was hired to assist HRO in the development of an *Employee Manual* for the college. The manual is approximately 80 percent completed.
- Continue to broaden our recruitment announcement of faculty and staff on radios, internet websites, local newspapers, higher ed. newspapers, college website, and posters.
- Updated HR policies and placed them on the college website.
- Watson Trainings: February 2015, 81 participants; April 2016, 41 participants; May 2016, 124 participants; and June 2016, 24 participants.
- Forty of 44 needed or vacant positions in FY16 were filled. Three are pending.
- Fifty-four (54) needed positions and 50 already filled and 2 pending for student services.
- Five of six positions filled for IEQA regarding IT personnel.
- Submitted $24 million dollars funding request to FSM to fund IDP for the next five years.
- Eight million five hundred thousand dollars now available for IDP or projects, namely projects constructions for the student services building at the National Campus and CTEC classrooms at Pohnpei campus and COMFIT have been funded.
- Ninety thousand dollars donated by the PRC for renovations of the gym floor.
- Annual contingency fund or emergency fund has reached $215,000.
- Facilities Master Plan completed by Beca Consultancy Limited for COM-FSM in 2013.
- Continue to update all Preventative Maintenance Plans for all campus annually.  This is now a routine for the college.
- Installed back up power for the Chuuk Campus (1 generator), National Campus (4 generators)  to prevent interruptions to instructions.
- Continue conversion of all lightings at the college to LED types of light bulbs to save energy and signs to establish routine for employees to shut off lights and AC when longer needed.
- Provided Incentives (T-shirts) for offices with AC temperature 22 degrees Celsius or above.

## Outcomes Not Met:

- Full use of the HR modules of the SAGE or MIP Program. A full-time personnel was hired at the HRO office and has made progress in uploading data in the module.
- Comprehensive review of the college salary scale to achieve a higher percentile compared to regional institutions to attract good faculty and staff to work at the college.
- Put in place tracking devices to measure energy usage at all campuses. The college has saved money under the utility budget from the past fiscal years.

- The college hired a consultant to recommend restructuring plans and improvements to services.   A consultant from Australia reviewed the physical set up and personnel capabilities of the office and made recommendations.
    1. Business office staff were trained to do multi-tasking duties in the office.
    2. Business office Personnel were relocated from Pohnpei Campus to fill positions needed at the National campus.
    3. Improvements to the services provided by the business office is still ongoing.
- Director of Procurement Office was hired prior to the audit and accreditation date to address college asset and procurement management plan.  New plans are being reviewed for implementation.
- The college new Procurement Office will now become another component of the IEMP pertaining to COM-FSM procurement of assets.

Further details on the evaluation of the Human Resources (HR) section of the IEMP are provided in Appendix 4, Facilities and Campus Environment (FCE) in Appendix 5, and Administrative Services (AS) in Appendix 6.

# CRE/Land Grant

No written evaluation was provided by CRE for inclusion in this IEMP evaluation.  With the restructuring of CRE, the college will anticipate an update from CRE in the coming months as an addendum. The details of the CRE portion of the IEMP are provided in Appendix 7.

# Appendix 1: Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and noncredit courses and programs across sites. | | Plan Number | AP1.1 Program reviews | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| Difference | Measurement | Treatment | | | Theory |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Program reviews were completed as per policy and procedures | TIme & effort | 1.1 Maintain the college at Sustainable Continuous Quality Improvement level in program review for ACCJC accreditation. |
| YES / YES | % of programs with program review completed per schedule and with % yearly assessment reports | 100% of programs with program review completed per schedule and with100% yearly assessment reports (Annual) | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Consideration to be given to changing the academic program review cycle to 4 year for Associate degrees and 2 Years for certificate programs (proposal with CAC spring 2016). The creation of an Assessment Team will impact the review process for quality assurance of program reviews. | 100% of programs with program review completed per schedule and with100% yearly assessment reports | 100% http://www.comfsm.fm/?q=program-assessment  Program Assessment summaries and Program Reviews | | | |

**Instructional Affairs**

| Outcomes/Objectives | | AP1. Assure quality and consistency of credit and noncredit courses and programs across sites. | | Plan Number | | AP1.2 Program prioritization | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | | |
| Difference | | Measurement | Treatment | | | | Theory |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | AFT and Secretarial Sc./Bookkeeping are being modified to become feeder programs for degree programs. All degree programs reviewed for designation as terminal degree or transfer degree. VPIA BOR Report, Aug. 6-7, 2015. | | Time & effort | 1.2 Conduct academic program prioritization every 3 years determine prioritizes of the college and resource allocation 1.2a Evaluate the process of academic program prioritization every cycle |
| YES | YES | 2nd cycle of academic program prioritization completed by AY 2013/14, 1st cycle of academic program prioritiztion process evaluation comleted in AY 2012/13 | % of recommendations of academic program prioritization implemented within 2 years of the completion of the 2nd cycle (Bi Annually) | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| Consider to be given to change the program prioritization in line with changes in the program review cycle. | | % of recommendati of academic program prioritization implmented within 2 years of the completion of the 2nd cycle | 3 of 5 (60%) recommendations implemented AFT and Secretarial Sc./Bookkeeping are being modified to become feeder programs for degree programs.  All degree programs reviewed for designation as terminal degree or transfer degree. VPIA BOR Report, Aug. 6-7, 2015. | | | | |

**Instructional Affairs**

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | | Plan Number | AP1.3 Master schedule | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | The 2nd college-wide master schedule was prepared based data driven from SIS | Time & effort | 1.3 Prepare yearly data-driven "college-wide master schedule" for strategic scheduling of the upcoming year based on SIS and other data on programs, stakeholder and continuing student needs. |
| | YES | Increase 3 year graduation rate by 6%, number of credits taken per semester to be 12 per student, take Gen Ed courses only once | Graduate rate against targets, FTE against target, general education completion rates (Annual) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Research and obtain scheduling software | | Graduate rate against targets, FTE against target, general education completion rates | 2 of 3 measures met target. Grad. Rate = 6.1% Cohort 2012 – target met.  FTE earned = 40.1% fall 2015 – target met.  Gen.Ed. Completion SLOs met 67.5% fall 2015 – spring 2016 – target not met.  VPIEQA BOR Report, May 3, 2016. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.4 CTE Training | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Public Health (2015-16) trainings = 51 for a total of 166 contact hours with 1,322 participants. 100% successful on SLOs. Training refergination st–andards based on Montreal protocols. | Training funding by grants | 1.4 Enhance delivery of technical, workforce and short term training through developing standardized procedures across all campuses, development of SLOs for each training, enhance stakeholder managment for workforce and short term training |
| YES / YES | # of workforce and short term tranings delivered against standardized processes with SLOs | 95% of trainees meeting SLOs (Annual) | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Extend training to all state campuses. Improve data collection and tracking of workforce short term trainings. | % of trainees meeting SLOs | 100% Target met. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non-credit courses and programs across sites. | | Plan Number | | | AP1.5 Articulation agreements | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | 1 articulation with Eastern Oregon University astern Oregon University - http://www.comfsm.fm/vpia/articulation/eosu/EOU Transfer Agreement memo.pd | | Time & effort | 1.5 Update and develop articulation agreements with regional PPEC institutions and other partner institutions. |
| YES | NO | # of articiulation agreements | # of articulation agreements against targets (Annual) | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| Funding consideration for meeting and establishing articulations with regional and other IHEs with concentations of COM-FSM students | | # of articulation agreements against targets | 1 in 3 years – target not met (1 each year) | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | | AP1.5a Practical experience marine science | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | MR 254 Field Experience All marine science students must take this course to graduate. 10 students may register each semester. | Grant funds for Marine Science from UH | 1.5a Support marine science students with practical experience |
| YES | NO | % of marine science students inolved in practice experience activites | Target is 23% (based on 10 students per semester with a program enrollment of 85 for the year) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Revise target to meet MR 254 limits on enrollment. Improve retention of MR students. | | % of marine science students inolved in practice experience activites as per targets | 17% of all marine science students have completed the course since 2013. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | | AP1.6 Program completers support | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | CTE and Nursing program assist student with career advisement | Time & effort | 1.6 Establish, collaborate and integrate process with program faculty and student services staff for career counseling/job placement of program completers. |
| YES | N/A | % of progam completers seeking career counseling and job placement services, # and frequency of career counseling and job placment offerrings | % of program completers seeking career counseling and job placement services against targets, # and frequency of career counseling and job placement offerings (Semester) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| CTE and Nursing program assist student with career advisement. Formal program needs to be established in coooperation with program faculty and student services for all students. | | % of progam completers seeking career counseling and job placement services against targets, # and frequency of career counseling and job placment offerrings | Career Counseling Center not established. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | | AP1.7 "College Ready" students | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| Difference | | Measurement | Treatment | | | Theory |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | In conjunction with COMET administration, SS is recruiting students and discussing the importance of college readiness with K-12. Preliminary work has been undertaken by VPIA and Campus Deans to prepare a funding proposal to JEMCO/OIA for a college readiness programs with K-12. Special scheduling for Pohnpei high school gradautes in summer 2016 for late entry into the college. Improved placment of new students from summer 2016 into required courses for their programs in fall 2016. | Operatons funding for travel to states. | 1.7 Collaborate with K-12 system to articulate expectations of "college ready" students and increase by 2% annually college ready students |
| YES | N/A | % of college ready students | TBD % of college ready students against targets (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| Followup funding proposal to JEMCO/OIA for a college readiness programs with K-12. Set target for intake of college ready students. | | % of college ready students against targets | No target, but % of admit to degree program is increasing and % of non-admit is decreasing. COMET Report Spring 2016, pg.6<br><br> 2015- 22% admitted to degree<br> 2016 – 28% admitted to degree<br> 2015 – 10% admitted to ACE<br> 2016 – 22% admitted to ACE<br> 2015 – 37% admitted to Cert.<br> 2016 – 27% admitted to Cert.<br> 2015 – 30% non-admit<br> 2016 – 23% non-admit | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | | AP1.7a Collaboration with State DOEs | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | TRIO progam continue working with elementary and high school students through after school, weekend and summer programs to improve college readiness. | Grant funding from US Department of Education. | 1.7a Collaborate with State DOEs in developing strategies to improve instruction in these grade levels. |
| YES | | Specified in grant | Annual 2% Increase of college ready students. | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| As specified in grant | | As per grant | GU = 91%*<br> UB = 100%<br> TSP = 94%<br><br>Admission data 2016 | | | |

**Instructional Affairs**

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.7b Collaboration with PDOE | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| Difference | Measurement | Treatment | | | Theory |
| **Active** / **Met/Not Met** | **Key Performance Indicator** / **Target** | TRIO progam continue working with elementary and high school students through after school, weekend and summer programs to improve college readiness. | | Grant funding from US Department of Education. | 1.7b Collaborate with Pohnpei DOE in developing strategies to improve instruction in these grade levels |
| | Specified in grant / Annual 2% Increase of college ready students. | | | | |
| Adaptations | Assessment / Data | | | | |
| As specified in grant | As per grant / *first year for seniors - 2016 GU = 91%* UB = 100% TSP = 94% Admission data 2016 | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.7c Collaboration with PDOE (2) | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | TRIO progam continue working with elementary and high school students through after school, weekend and summer programs to improve college readiness. | Grant funding from US Department of Education. | 1.7c Collaborate with Pohnpie DOE to improve instructional in these grade levels. |
| | | Specified in grant | Annual 2% Increase of college ready students. | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| As specified in grant | | As per grant | GU = 91%* <br> UB = 100% <br> TSP = 94% <br> Admission data 2016 | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.8 College 101 | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Same as SS1.1 | Same as SS1.1 | 1.8 To increase the success rate of first year students thourgh mplementing a first year experience program including a College 101 course required for all new students. |
| Same as SS1.1 | Same as SS1.1 | % success rate for first year students | Same as SS1.1 | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Same as SS1.1 | | % sucssess rate for first year students against target | Same as SS1.1 | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.9 Faculty communication across campuses | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** / **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Wireless networks have been extended to all campuses and classrooms. No communication survey administrated | 1.9 Improve communications across all campuses by enhancing technology infrasturture and traning for faculty |
| | | % of faculty with updated technology & % of faculty trained in use of technology, % of faculty positive rating on Communcation Survey | % of faculty with updated technology & % of faculty trained in use of technology, % of faculty positive rating on communication survey against targets (Annual) | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Administer communications survey | | % of faculty with updated technology & % of faculty trained in use of technology, % of faculty postivie rating on communica survey against targets | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.10 Collaboration program faculty and student services | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** / **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 1.10 Establish collaborative and integrated process with program faculty and student services staff for transfer counseling and assistance. |
| CHECK SS COUNSELORS | | Transfer rate | Transfer rate against target (Annual – Fall Cohort) | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | Transfer rate against target | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.11 PHTP and Nursing to regular budget | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Both progams are now funded out of operations accounts | Operations funds | 1.11 Transition and institutionalize the PHTP and Nursing by 2015 under regular budget funding.based on program prioritization and mission critical programs |
| YES | YES | % of PHTP and Nursing progarms funded under regular budget | % of PHTP and Nursing programs funded under regular budget as per target (Annual) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | % of PHTP and Nursing progarms funded under regular budget as per target | Target met/goal complete. Public Health was funded under regular budget FY 2014 and Nursing FY 2016. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.12  Program specific pathways | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Same as AP1.5 | Same as AP1.5 | 1.12 Develop new articulation pathways/partnerships for specific programs with regional institutions including partership BA programs |
| Same as AP1.5 | Same as AP1.5 | # of articulation/pathways agreements | # of articulation/pathways agreements against targets (Annual) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Same as AP1.5 | | # of articulation/ agreements against targets | Same as AP1.5 | | | |

**Instructional Affairs**

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | | Plan Number | AP1.13 Developmental education |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** |
| | | **Goals** | **Actions Taken** | | **Intended Purpose** |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | ACE coordinator was hired, but position currenlty vacant | Operational funds | 1.13 Continue and improve developmental education at COM-FSM through faculty training, hiring of program coordinator and improved tutoring and counseling |
| YES    YES | ACE completion rates | ACE completion rates against targets (Semester) (Program set target of 60% success rate) | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | ACE completion rates against targets | Target Met Course Completion Rates F2015 – 67.3%  http://www.comfsm.fm/irp/Data_Center/Program_Data_Sheets/2016/Fall_2015/Fall_2015_Program_Data_Sheets_Updates_for_All_Programs_and_Majors.xlsx SP 2015 – 67.9%  http://www.comfsm.fm/irp/Data_Center/Program_Data_Sheets/2016/Summary_Program_Data_Sheets/Course_Completion_Fall_and_Spring.xlsx | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.14 Distance learning | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Based on accrediation visiting team, cousre develpment is pending policiies and procedures for distance learning | 1.14 Develop courses using Distance Learning methods to increase student access to required courses and electives to complete programs. |
| NO | | 3 year graduation rate | 3 year graduate rate against targets (Annual) | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Based on accrediation visiting team, cousre develpment is pending policiies and procedures for distance learning | | 3 year gradaute rate against targets | COM-FSM is not exploring the possibility of providing distance education opportunities at this time. | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.15 Course facility needs | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 1.15 Assess and provide facility needs for all courses across COM FSM. |
| NO | | % of courses delivereed in approprately equiped classrooms | % of courses delivered in appropriately equipped classrooms by targets (Semester) | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Instructon to define and communicate specific classrooms needs (such as networking lab) to facilities/maintenance. | | % of courses delivereed in appropratel equiped classrooms by targets | (move to facilities/maintenance) | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.16 Nontraditional students | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 1.16 Create, improve and implement a process to increase recruit of nontraditional students into programs. |
| NO | | % nontraditional students | % of non-traditional students enrolled against targets (Annual) | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | % of non- traditional students enrolled against targets | Definition of nontraditional students TBD | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | Plan Number | AP1.17 Trial counseling | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Request for full-time faculty proposed to cabinet Feb. 2016. Waiting for 2014-2016 program review for final decision. | New position requested from operations funding |
| YES | YES | % increae in student enrollment in trail counseling program | 10% increase in student enrollment in trial counseling program against targets (Annual) | | 1.17 Increase the capacity of trial counelsing program thorugh adding full time regular faculty for trial counselor program/National under regular budget positions. |
| **Adaptations** | | **Assessment** | **Data** | | |
| Review program review for recommendations on if full time faculty are needed for the trial counselor program. The FSM court system has requested possible extension of the progam to include office management and paralegal staff traiining. | | % increae in student enrollment in trail counseling program against targets | 46% increase from fall 2013 to fall 2015. | | |

## Instructional Affairs

| Outcomes/Objectives | | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | | Plan Number | | AP1.18 Faculty overloads |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | Costs of providing part time faculty and overloads for existing faculty are computed and requested throught the operations budget annually | | 1.18 Maintain number, quality and consistency of credit and non-credit courses offered across sites thorugh provisions for part time faculty and overloads to existing faculty |
| YES | YES | Increase 3 year graduation rate by 6%, number of credits taken per semester to be 12 per student, take Gen Ed courses only once, SLOs (C,P,I) | ISS data as targets: Graduate rate against targets, FTE against target, general education completion rates (Annual) | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| | | Graduate rate against targets, FTE against target, gneral education completion rates | Grad. Rate = 6.1% Cohort 2012 – target met. FTE earned = 40.1% fall 2015 – target met. VPIEQA BOR Report, May 3, 2016. Gen. Ed. Course Completion Rate = 74.2%  http://www.comfsm.fm/irp/Data_Center/Program_Data_Sheets/2016/Fall_2015/Fall_2015_Program_Data_Sheets_Updates_for_All_Programs_and_Majors.xlsx *Gen. Ed. course completion rates range from 51% to 100% and the range increases when looking at specific sections. | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP1. Assure quality and consistency of credit and non- credit courses and programs across sites. | | | Plan Number | AP1.19 Course supplies and resources |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Costs of providing nstuctional and LRC materials, supplies and instrucitonal support materials are computed and requested throught the operations budget annually | Operational budget | 1.19 Maintain instructional delivery of credit and non-credit courses and programs across sites by providing base supplies and resources |
| YES / YES | Increase 3 year graduation rate by 6%, number of credits taken per semester to be 12 per student, take Gen Ed courses only once, SLOs (C,P,I) | "ISS data as targets: Graduate rate against targets, FTE against target, general education completion rates (Annual)" | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | Graduate rate against targets, FTE against target, gneral education completion rates | Grad. Rate = 6.1% Cohort 2012 – target met. FTE earned = 40.1% fall 2015 – target met. VPIEQA BOR Report, May 3, 2016. Gen. Ed. Course Completion Rate = 74.2%  http://www.comfsm.fm/irp/Data_Center/Program_Data_Sheets/2016/Fall_2015/Fall_2015_Program_Data_Sheets_Updates_for_All_Programs_and_Majors.xlsx *Gen. Ed. course completion rates range from 51% to 100% and the range increases when looking at specific sections. | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP2. Improve employability and job placement rates of students and graduates. | | Plan Number | AP2.1 Student work experience program | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Progarms have adapated a internship approach to addressing work experierience | | 2.1 Create and implement a work experience program through working with stakeholders in the pulbic and private sectors for hands on training |
| YES | YES | % progamsinvolved in work experience | 75% progams involved in work experience programs against targets (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| NONE | | % progamsinvolved in work experience | All progams have provisions for internships expect liberal arts. | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP2. Improve employability and job placement rates of students and graduates. | | Plan Number | AP2.2 Job fair | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 2.2 Create and implement an annual job fair to increase visbility of students in the job market |
| YES | NO | Employer survey | Level of employer satisfaction with college graduates (Bi-annual) | | | |
| Adaptations | | Assessment | Data | | | |
| Revise KPI to reflect impact and satisfaction with job fair | | Level of employer satisfaciton with college graduates | Not accomplished - no data collected | | | |

## Instructional Affairs

| Outcomes/Objectives | AP2. Improve employability and job placement rates of students and graduates. | | Plan Number | AP2.3 Program advisory groups | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | CTE programs established separate advisoiry groups | Time & effort | 2.3 Establish, reactivate and improve program advisory groups for stakeholder input on program assessment/review. |
| YES | YES | % of programs with advisory councils, # of advisory council recommendations implmented into college progam | % of program with advisory councils and # of advisory council recommendations implemented against targets (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of progam with advisory councils and # of advisory council recommendati implmented against targets | All CTE progams have advisory groups | | | |

## Instructional Affairs

| Outcomes/Objectives | AP2. Improve employability and job placement rates of students and graduates. | | Plan Number | AP2.4 CTE scheduling | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | 1 class offered evening spring 2016. | Operations budget and time & effort | 2.4 Maximize Career and Technology Education (CTE) at Pohnpei Campus thorugh creative scheduling |
| YES | YES | # of nighttime and weekend classes offered | # of nighttime and weekend classes offered against targets (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| Survey students to determine if weekend and nightime classes fit their needs | | # of nighttime and weekend classes offered against targets | 1 class offered evening spring 2016. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP2. Improve employability and job placement rates of students and graduates. | | Plan Number | AP2.5 Workforce training | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 2.5 Increase capacity and improve the current process to provide timely workforce training based on stakeholder needs. |
| Same as AP1.4 | | # of workforce training in response to stakeholder needs | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | # of workforce training in response to stakeholder needs against targets | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.1 Faculty evaluation process | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Faculty are evaluated each semester by the supervisor and students in their class. FAculty are also evaluated annually by the supervisor using the  college perforemance evaluaiton system. The semester evaluations use Class observation and the student evaluaiton (per course). | Regular ongoing activiy, primary human resoruces. | 3.1 Revise and Implement a systematic faculty evaluation process. |
| YES | YES | % of faculty performning at a satisfatory level | 95% of faculty will be satisfactory | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| NONE | | % of faculty performnin at a satisfatory level against targete | 100% of faculty were rated | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.2 Faculty handbook/resource toolkit | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Faculty handbook was revised to reflect changes in tutoring program & requirment for faculty to sign Code of Ethics | Time & effort | 3.2 Revise and implement faculty orientation program with handbook/resource toolkit. |
| YES | YES | Faculty retention rate | 1 revision of faculty handbook | | | |
| Adaptations | | Assessment | Data | | | |
| Revise to include a department based orietation progarm to supplment that provided by Human Resources | | Faculty retention rate against targets | Faculty handbook revised in 2015 | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.3 Review academic ranking system | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Faculty ranking is now included in their personnel actions. Ranks inlcude professor, associate professor, assistant professor & instructor. | Operation costs | 3.3 Review the academic ranking system used by the college for modification recommendations |
| YES | YES | Faculty retention rate | 99% of faculty accurately ranked | | | |
| Adaptations | | Assessment | Data | | | |
| NONE | | Faculty retention rate against targets | 100% of faculty ranked accurately | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.4 Faculty training | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Faculty training provided at thge beginning of each semester, during annually professional develpoment day and throug participation in off island training, conferences and seminars and online programs. Cabinet minutes doucment off island training, conference and seminars as well as educational leave. Link LRC reports on wiki. | | 3.4 Provide training to keep instructors updated in occupations of programs. |
| YES | | % of faculty receiving training in their occupation area | "% of faculty receiving training in their occupation area against targets (Annual) " | | | |
| Adaptations | | Assessment | Data | | | |
| Prfoessional development and trip reorts related to faculty will be posted on the Instructional Affairs wiki. | | % of faculty receiving training in their occupation area against targets | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.5 Nontraditional student advising | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | The number of nontraditional students is limited. Verterns are assisted by the VPEMSS and other nontraditional students are assisted by Instructional Coordinators and the Dean Academic Programs. | Time & effort | 3.5 Identify advising needs for nontraditional students and develop opportunities and/or procedures for assisting them. |
| YES | YES | % of nontradational students making satisfacoty progree thoward their career goal | 100% of veterns are assisted by VPEMSS | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Develop a clear definition of nontraditional students at COM-FSM and update a listing of nontraditional students each semester. Implment a program to recruit nontraditional students. | | % of nontradational students making satisfacoty progree thoward their career goal against targets | 100% of verterns recieve assistance from VPEMSS | | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.6 Division chairs & program coordinators job responsibilities | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Reponsibilities of division chairs and program supervisors are specified in BP 6026. | Time & effort | 3.6 Improve progam perfomance by providing updated job description for division chairs and program coordinators and conduct training. |
| YES | YES | Program graduation rates, Program SLOs | 95% of division chairs and progam coordinators will provide satisfactorial on their performance evaluation | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Review and revise as necessary the division chair & porgram coordinator role and responsibiilityes in relation to IC and DAP | | Program graduation rares against targets | 100% received a satisfactory rating on performance evaluaiton | | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.7 Faculty sabbatical & learning exchanges | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** / **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Art instructor travelled to Chuuk and Yap campuses to teach AR 101 Introduction to Art course in summer 2016. | Special contract under VPIA's Office. | 3.7 Support faculty to participate in sabbatical and/or visiting professor/learning exchanges with other campuses and institutions |
| YES | YES | Observations rubric - improvement in teaching | 1 faculty/staff to teach at other campuses as needed | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Review the need for participation in sabbatical basic on available funding | | Observations rubric - improvement in teaching | 1 NC faculty aught AR101 at Chuuk & Yap campuses spring 2016 | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.8 Faculty/staff local research | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** / **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Science instructors and students are involved in research projects such as crown of thorns and writing of research grants. | Grant funding through UH-Manoa & UH-Hilo & operatonal funds | 3.8 Support faculty/staff to participate in locally based research |
| YES | YES | # Actionable research findings | 1 faculty/staff to conduct locally based reserach | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| NONE | | # Actionable research findings implmented | 3 faculty & their students participated in locall based reserach | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.9 Faculty distance learning training | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 3.9 Conduct training for faculty to design and deliver courses using distance learning techniques |
| NO | | # of distance leanrning ocures offered | # of distance learning courses offered against targets (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| College will develop policies and procedures for distance learning prior to delviery of new coures | | # of distance leanrning ocures offered against targets | Target met – May 9 2016. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP3. Recruit, retain and cultivate a qualified, teaching/learner- centered faculty, learning resource staff, and student services. | | Plan Number | AP3.10 Faculty teaching loads including distance learning | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | College is using prior policies on teaching loads. Distance leanring is under review. | | 3.10 Develop policy and procedures for faculty teaching loads that include distance learning courses |
| NO | | % of faculty teaching loads and distance leanring coures under new policy and procedure | HRC% of faculty teaching loads and distance learning course under new policy and procedure and CAC minutes (Annual) | | | |
| Adaptations | | Assessment | Data | | | |
| | | HRC% of faculty teaching loads and distance leanring coures under new policy and procedure and CAC minutes | No policies developed at this time. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.1 Student success | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Student servicves is providing orientation and updates to faculty on available tutoring servcies, faincial aid changes, and the registrtrion process each semester during the faculty workshop period and annually during the professional development day. | | 4.1 Assess, improve, and implement student service processes through staff training, colloboration with faculty and other departments, revised processes and procedures to improve student success |
| YES | | Retention rate, graduation rate, progression rate, persistence rate, SLOs (C,P,I) | Retention rate, graduation rate, progression rate, persistence rate against targets (Annual) | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | Retention rate, graduation rate, progression rate, persistence rate against targets | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.2 Tracking student success | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Need input from SS | | 4.2 Establish a linkage between instruction and student services through developing a comprehensive student life program, tracking of referrals by faculty to tutoring and counseling, coordinated planning and delivery of student orientation between instruc |
| | | Retention rate, graduation rate, progression rate, persistence rate, SLOs (C,P,I) | Graduation rate, retention rate, progression, persistence rate, transfer rate, course completion against targets (Annual) | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | Graduation rate, retention rate, progression persistence rate, transfer rate, course completion against targets | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.2a Linking peer and institutional counseling | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Need input from SS | | 4.2a Establish linkages with Instructional and Peer Counseling that will assist the development and implementation of the student life program |
| | | Specified in grant | | | |
| Adaptations | | Assessment | Data | | |
| | | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.3 Coordinating advising, counseling & tutoring | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Need input from SS and VPIA on acuplacer data | | 4.3 Enhance the timeliness of advising and referrals by adopting a computer software program to coordinate and integrate faculty advising program with counseling and tutoring programs. |
| | | % of students on mid deficiency, course completion rate | % of students on mid deficiency, course completion rate against targets (Semester) | | |
| Adaptations | | Assessment | Data | | |
| | | % of students on mid deficiency, course completion rate against targets | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.4 Library management program | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Site visits conducted in 2014 to train staff and export data for migration into KOHA; Dialogue with IT consultant, Ken Girrard, with the use of the KOHA system found to be a reliable program to migrate to: Update to current version done 2015, maintained by IT; Contract for tech support may be needed with KOHA providers | None | 4.4 Adopt a new library management system appropriate for a college library setting. (Card catalog, circulation, reporting, inventory modules) |
| YES | NO | % satisfaction rate for LRC | All campus libraries will have their collections accessible online | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Changing target date to launch pending IT Director's approval to move forward with the program and contract agreement with KOHA developers | | LRC annual survey of customer satisfaction | National campus LRC only has collections accessible online | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.5 LRC usability and services | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| Difference | Measurement | Treatment | | | Theory |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Site visits conducted in 2014 to train staff and export data for migration into KOHA; Dialogue with IT consultant, Ken Girrard, with the use of the KOHA system found to be a reliable program to migrate to: Update to current version done 2015, maintained by IT; Contract for tech support needed with KOHA developers; LRC website is updated with new resources, i.e. Academic OneFile, PERC, eBooks Community Collection; Some training done for state campus librarians and cataloger | None | 4.5 Enhance the usability and access to the LRC services and resources through 1) Implement Internet accessible union catalog that includes all college library holdings for all sites and 2) Update the LRC website, 3) develop/update campus collection plan, |
| YES / NO | % satisfaction rate for LRC, Access & usage rates | All campus libraries will have their collections accessible online | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Changing target date to launch pending IT Director's approval to move forward with the program and contract agreement with KOHA developers | % satisfaction rate for LRC, (Access ratesLRC annual survey of customer satisfaction), Access and usage rates from Google analytics | National campus LRC only has collections accessible online | | | |

## Instructional Affairs

| Outcomes/Objectives | AP4 Provide adequate library and student services to support the students and college needs | | Plan Number | AP4.6 LRC program review & assessment | |
|---|---|---|---|---|---|
| **Changes** | | Expected Outcome | **2015-16 Outputs** | **2015-16 Inputs** | Intended Purpose |
| | | | Goals | Actions Taken | |
| **Difference** | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Program review completed in June 2015 for National campus LRC | Regular | 4.6 Implement a program review and assessment cycle for LRC to enhance linkages between LRC, instruction and students services for student success |
| YES | PARTIAL | Level of student information literacy skills | A program review will be completed for all LRC sites | | | |
| **Adaptations** | | Assessment | Data | | | |
| Require each LRC site at campuses submit program review and compile into one for all LRCs as is done for monthly reports | | | Program review was completed for National Campus LRC; June 2015 – Previous reviews were in 2008 and 2005 in different formats; Yap campus LRC completed one in 2013 | | | |

## Instructional Affairs

| Outcomes/Objectives | AP5 Provide timely communication and administrative support for instructional affairs across all sites. | | Plan Number | AP5.1 Quarterly face-to-face meetings | |
|---|---|---|---|---|---|
| **Changes** | | Expected Outcome | **2015-16 Outputs** | **2015-16 Inputs** | Intended Purpose |
| | | | Goals | Actions Taken | |
| **Difference** | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | Regular ongoing meetings. | 5.1 Conduct quarterly face-to-face faculty meetings at all campuses to enhance quality and consistency of programs |
| YES | Met | SLOs (C,P,I) | State campuses will be able to join 98% of meetings through teleconference. | | | |
| **Adaptations** | | Assessment | Data | | | |
| Improve communication technology at the state campuses. | | Program assessment reports | Minutes of CAC and general faculty meetings held semesterly and monthly within the divisions. | | | |

## Instructional Affairs

| Outcomes/Objectives | AP5 Provide timely communication and administrative support for instructional affairs across all sites. | | Plan Number | AP5.2 Instructional affairs decision making | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Decision grids are not currently in use | | 5.2 Review, implement and improve instructional affairs decision-making grids to enhance information sharing and shared governance. |
| NO | | Satisfaction rate on information sharing and decision making question of the faculty/staff and student satisfaction surveys | Faculty/staff and student satisfaction surveys (Alternate years with CCSSE) | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | faculty/staff and student satisfaction surveys | | | |

## Instructional Affairs

| Outcomes/Objectives | AP5 Provide timely communication and administrative support for instructional affairs across all sites. | | Plan Number | AP5.3 Faculty training in SIS | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | SS provides training on faculty input of grades into the SIS, information on academic planing and progress, avaiallbe sections for enrollment adivising conducted each semester during faculty workshops and on request | Time & effort | 5.3 Review and improve the use of SIS for faculty use through training in capabilities and use of SIS and standardize reporting formats |
| YES | YES | Use rate of faculty for SIS | 95% of faculty using SIS | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Training for SIS needs to be expanded to include finanaical inputs and reporting to improve finanical aspects of program reviews and improved adivising to students on progress troward a degree | | faculty/staff satisfaction surveys | 100% of faculty using SIS | | |

## Instructional Affairs

| Outcomes/Objectives | AP5 Provide timely communication and administrative support for instructional affairs across all sites. | | Plan Number | AP5.4 COMET testing improvement | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Need VPIA & VPEMSS | 5.4 Review and update COMET entrance testing for validity, reliability, security, standardization of testing procedures and entrance criteria |
| | | Satisfactory rating on COMET rubric | | | |
| Adaptations | | Assessment | Data | | |
| Dean of Asssessment hired summer 16 to review and take approriate actions | | Rubric for evaluation of COMET validity, reliability, security, standardizatio of testing procedures and entrance criteria | Rubric for evaluation of COMET validity, reliability, security, standardization of testing procedures and entrance criteria (Fall 2013) | | |

## Instructional Affairs

| Outcomes/Objectives | AP5 Provide timely communication and administrative support for instructional affairs across all sites. | | Plan Number | AP5.5 Articulation and transer information access | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Articulation information available on website and in catalog. Articulation agreement with Eastern Oregon Unviersity revised in 2015. | 5.5 Present updated articulation and transfer information on website and in college catalog to improve student awareness and participation. |
| YES | | Transfer rate (external) | 95 % of informaton on articulation and transfer available on website | | |
| Adaptations | | Assessment | Data | | |
| Review and update of articulation agreeemnts conducted and new agreements developed as pe stragegic plan | | establish baseline for transfer rate and set goals for increase of transfer rate for PPEC and other institutions | 100% of information on articulation and transfer available on website | | |

## Instructional Affairs

| Outcomes/Objectives | | AP6 Integrate Uniquely Micronesian language and culture. | | Plan Number | AP6.1 National Language and Cultural Institute | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.1 Establish the National Language and Cultural Institute to promote cultural awareness and values, and promote preservation and expansion of Micronesian languages |
| NO | | # of activities and participants in institution activities, # of research papers, # of training sessions | | | | |
| Adaptations | | Assessment | Data | | | |
| | | Established in Institution setup | | | | |

## Instructional Affairs

| Outcomes/Objectives | | AP6 Integrate Uniquely Micronesian language and culture. | | Plan Number | AP6.2 Micronesian language courses | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.2 Develop Micronesian language course outlines to promote preservation and expansion of Micronesian languages |
| NO | | % of student proficiency in more than one Micronesian Languages | | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of student proficiency in Micronesian Languages | | | | |

## Instructional Affairs

| Outcomes/Objectives | AP6 Integrate Uniquely Micronesian language and culture. | | Plan Number | AP6.3 Ocenaic literature course | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.3 Develop a new Oceanic literature course to enhance understanding of Pacific heritage |
| NO | | % of students achieving course learning outcomes | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | % of students achieving course learning outcomes | | | |

## Instructional Affairs

| Outcomes/Objectives | AP6 Integrate the College's mission regarding the College's uniquely Micronesian identity into the study and promotion of Micronesian languages and culture. | | Plan Number | AP6.4 Local based research topics | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.4 Identify new and improve existing locally-based research topics to integrate into all programs |
| NO | | # of actionable research findings implemented | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | number of locally-based research, evaluations of projects | | | |

## Instructional Affairs

| Outcomes/Objectives | AP7 Assist in meeting the FSM maritime and fisheries employment and training needs under MOU with the FSM National Government | | Plan Number | AP7.1 FSM FMI | | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 7.1 Provide programs in navigation, marine engineering and fishing technology as well as training and retraing of sea fairedrs needing to meet the STCW convention requirements at the FMI campus in Yap State and training sites across the FSM |
| | | Graduation rates, retention rates,persitence rates, # of trained and retrained seafariers, | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | Graduation rates, retention rates, persitence rates, # of trained and retrained seafariers against targets | Input from Lourdes & Mathias | | | |

## Appendix 2: Enrollment Management and Student Services

| Outcomes/Objectives | SS1. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | | Plan Number | | SS1.1 First year success rate | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| Difference | | Measurement | Treatment | | | Theory |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Action taken on John N. Gardner Institute and other actions. | Time and Efforts. Operational funds | 1.1 To increase the success rate of first year students through improving coordination of first year experience programs and developing a College 101 course required for all new students. |
| Yes | No, work is still in progress. The start-up was delayed due to a delay in initial contract with JNGI, the partner initial , which occurred in November 11, 2015, rather than August 2015. The timeline under the IEMP was fall 2013. | % success rate for first year students | | | | |
| Adaptations | | Assessment | Data | | | |
| Complete works related to the Foundations of Excellence®, Gateways to Completion®, and Retention Performance Management®. | | % success rate for first year students against target | | | | |

51

**Enrollment Management and Student Services**

| Outcomes/Objectives | | SS1. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | | Plan Number | SS1.2 Student support services | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Actions taken by student support services. | Time & effort. Operational funds. | 1.2 Strengthen support mechanisms for at risk students and improving student progression |
| Yes | Yes | % success rate for at risk, progression rate for all students | 88% | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Improvement in services and more collaboration with instructional affairs activities | | | TracDat (average of 4 yrs.) | | | |

## Enrollment Management and Student Services

| Outcomes/Objectives | SS1. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Plan Number | | SS1.3 Faculty and student services collaboration | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Counseling and tutorial services are provided for all students. Collaboration with instructors has begun with e-mail referrals of students, and a panel discussion with instructors during the March 13, 2015, workshop for faculty addressing Student Success and "Just in Time Intervention." A channel through the instructors, counselors, and tutorial services is ongoing to further improve counseling and tutorial services. With this, the counseling and tutorial services will further improve by instituting in fall 2015, a just-in-time alert response system especially for at-risk students. Two Financial aid presentations on Satisfactory Academic Policy with faculty members during fall 2015 faculty workshop and during faculty professional development in March 2016 | Time & effort. Operational funds. | 1.3 Formalize collaborative and integrated process with program faculty and student services staff for counseling and tutoring assistance. |
| Yes | YES | % success rate for at risk, progression rate for all students | Formalize collaborative and integrated process with program faculty and student services staff for counseling and tutoring assistance.   At least one 1 training/presentation on FAO at the begin of the school year.  Intended to educate faculty on financ | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Extend collaborative services to State FAO/C with faculty members | Transfer rate against target | TracDat annual data (15-16) | | | |

## Enrollment Management and Student Services

| Outcomes/Objectives | | SS2 Marketing & Recruitment | | Plan Number | | SS2.1 Nontraditional student recruitment | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** | |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** | |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Actions taken to address nontraditional students. | | 2.1 Create, improve and implement a process to increase recruitment of nontraditional students into programs. | |
| Yes | | % nontraditional students | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| Need to develop a clear definition of nontraditional students. | | % of non- traditional students enrolled against targets | | | | | |

## Enrollment Management and Student Services

| Outcomes/Objectives | | SS2. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Plan Number | | | SS2.2 Student services staff development | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** | |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** | |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | On June 24, 2014, the college's EMSS department (then SS department) had developed 2014-2019 Professional Development Priorities, in conjunction with the college's strategic directions on investing and building strong capacity of human capital, and focusing on student success. See http://wiki.comfsm.fm/@api/deki/files/4748/=Student_Services_Priorities.pdf. | | | 2.2 Develop and implemented a student service staff development plan directed at supporting student success. | |
| YES | | Retention rate, graduation rate, progression rate, persistence rate, SLOs (C,P,I) | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| Budget is needed for the Student Services Staff Development Program. | | Retention rate, graduation rate, progression rate, persistence rate against targets | | | | | |

**Enrollment Management and Student Services**

| Outcomes/Objectives | | SS2. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | Plan Number | SS2.3 Student life program | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Actions taken for student life program. | | 2.3 Develop and implement a comprehensive student life program that focuses on student development and leadership, obtaining ILOs, and increasing opportunities for cultural diversity. |
| YES | | Retention rate, graduation rate, progression rate, persistence rate, ILOs and satisfaction | Online calendar of student Activities | | | |
| Adaptations | | Assessment | Data | | | |
| Current calendar is focused on national campus, expand to all campuses | | Graduation rate, retention rate, progression persistence rate, transfer rate, course completion against targets | | | | |

**Enrollment Management and Student Services**

| Outcomes/Objectives | | SS2. Student progression (ILOs, quality of student life, persistence, retention, completion, graduation) | | Plan Number | SS2.4 Student success tracking | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | In progress, the college is still exploring options to ideal computer software program to coordinate and integrate advising program with counseling and tutoring programs, e.g., Copley. Concurrently, the myShark faculty portal serves as one of the academic advising tools allowing advisors to view academic records of their advisee, degree completion (degree audit) report, available sections, grades, etc. The college's counselors continue to collaborate with academic advisors and faculty members to identifying at-risk students and referring them to the college's tutoring program for intervention and support. Upon requests of faculty members, tutors sit in-class to ensure continuity and congruence of the tutoring services extended to tutees. | | 2.4 Enhance the timeliness of advising and referrals by adopting a computer software program to coordinate and integrate faculty advising program with counseling and tutoring programs. |
| YES | YES | % of students on mid deficiency, course completion rate | Institution Set Standards | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | % of students on mid deficiency, course completion rate against targets | ISS | | | |

## Enrollment Management and Student Services

| Outcomes/Objectives | SS3 Career services (ILOs, transfer, job placement) | | Plan Number | SS3.1 Career counseling & job placement | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | The college's counselors continue to provide workshops, such as career, interview, resume writing, and others. The college does not have (or yet to create) a career and job placement counselor as envisioned under the IEMP given the resources-related challenge. | | 3.1 Formalize a career counseling and job placement program |
| YES | % of program completers seeking career counseling and job placement services, # and frequency of career counseling and job placement offerings | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Improve record keeping for counseling services and assistance to students. Consider budgeting for a job placement counselor. | % of program completers seeking career counseling and job placement services against targets, # and frequency of career counseling and job placement offerings | Workshops listing provided by counseling services | | | |

## Enrollment Management and Student Services

| Outcomes/Objectives | SS4 Admissions, Registration & Matriculation | | Plan Number | SS4.1 COMET testing | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Actions taken on COMET & Accuplacer. | | 5.4 Review and update COMET entrance testing for validity, reliability, security, standardization of testing procedures and entrance criteria |
| YES / YES | Satisfactory rating on COMET rubric | Compare study of COMET & ACUPLACER | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Recommendation to conduct additional test study of COMET versus ACUPLACER with wider set of test subjects | Rubric for evaluation of COMET validity, reliability, security, standardization of testing procedures and entrance criteria | VPIA completed study | | | |

# Appendix 3: Information Technology

| Outcomes/Objectives | | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.1 Maintenance & Expansion of IT services | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | 1) To address outside recruitment of staff, career opportunities within the COM-FSM system are emphasized in terms of professional and personal development. 2) Steps being taken to attract qualified programmers even limitations of salary offered (very low for skill sets needed). | Standard salary levels for COM-FSM (not attractive or competitive for IT positions with the skill sets needed to maintain and expand IT systems for higher education). | TP1.1 Maintenance and expansion of systems to accommodate and support mission critical technology functions; Internet lease line cost, central networks, pbx phone systems, central servers, databases, systems software/security, web services.  Build Information Systems that dynamically manage website content: Campus-managed alerts and news items, for display in Campus-specific alerts or other priority communications. Improve network systems, provide for Instructional Support and User support in general. |
| YES | YES | % of filled positions & Retention Rate, network efficiency (indicators such as; latency, wait time, cache hits etc.) | 5 of 6 filled positions (Note: 1) only 1 programmer position was budgeted 2) addressed only national campus personnel, 3) IT personnel at states under Campus Deans) | | | |
| Adaptations | | Assessment | Data | | | |
| Proposed enhancements to SIS including pre-admission module, financial aid transcript, linking external Learning Management Software to SIS for tracking and reporting SLO information. | | % of filled positions against targets & Retention Rate against targets. Network efficiency against targets. | 5 of 6 positions filled & 5/6 positions retained | | | |

## Information Technology

| Outcomes/Objectives | | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.2 IT mission critical systems | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Programming on installed system wide smart switches to improve data traffic shaping (~ biweekly adjustments). Redesign of wiring, placement of switches, replacement of existing equipment, power locations, wifi antenna placement, Virtual Private Networks (VPN) for isolation of systems and improved security at Pohnpei campus in preparation of new construction to replace existing vocational & TRIO building. Programming adjustments on the SIS - AR module, improved reporting capacity to OAR for college reporting to external agencies. | Operations & tech fee funds for switches and other equipment. Travel funding from CRE to accommodate satellite dish installation at Chuuk, Kosrae and Yap campuses. | TP1.2 Maintain and expand COM-FSM mission critical systems such as the online Student Database to continue to address the expanding needs of the COM- FSM system |
| YES | YES | % system up-time excluding external factors (telecom, energy, etc.) # of new modules and # of improvements on existing modules | 90% uptime | | | |
| Adaptations | | Assessment | Data | | | |
| | | % system up-time excluding external factors (telecom, energy, etc.) # of new models and # of improvement on existing modules against targets | 100% Uptime | | | |

## Information Technology

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.3 Cooperation with faculty on ICT technologies | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | 1) Interactive panels installed in computer and chemistry laboratories (4 National campus and 1 new panel in each state campus). 2) Wifi extended to classrooms all campuses. 3) Computer labs refreshed (2 National 1 Chuuk) Link to article on interactive panels | Operational budget (tech fee) | TP1.3 In cooperation with Instructional Affairs, establish directions that link best instructional practices to ICT technologies; Facilities, infrastructure, support Staff, capacity building. |
| YES | YES | # of technology initiatives implemented in collaboration with instructional affairs | 4 Interactive panel across campuses, extend wifi to classrooms in at least 3 campuses, refresh a minimum of two computer labs. | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Additional training on use and care of interactive panels as well as seeking tech options for automation. | # of technology initiatives implemented in collaboration with instructional affairs against targets | 8 interactive panels installed, wifi extended to classrooms at all campuses, 3 computer labs refreshed. | | | |

## Information Technology

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | Plan Number | | IT1.4 Monitor vulnerabilities & research ICT trends | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Monitor daily vulnerabilities from computer emergency readiness teams (CERT). Conduct research on issues such as accurate time for beginning and ending of class sessions, experiment with drones for high angle video & photography for publication use. research based on CERT warnings, research on wifi appropriate for maximum penetration & interactive panels appropriate for instructional use. | Time & effort, set up to receive CERT bulletins automatically, system generated root reports and developing and implementing appropriate interventions | TP1.4 Monitor and track new technologies and evaluate relevance for use at the college; for current and future ICT technologies and developments. |
| YES  YES | # of technology initiatives implemented in collaboration with instructional affairs | Daily review of relevant news and information recognized IT information sources and system logs | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Participate in annual IT security conferences where vulnerabilities are discussion and projection of future threats | Reports | Daily review completed including system generated root reports, warning bulletins from CERT sites on vulnerabilities related to system hardware and software | | | |

## Information Technology

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | Plan Number | | IT1.5 ICT system planning | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Instructional affairs is preparing to restructure the associate degree and certificate programs. IT will be involved in these discussions to assist with alignment of appropriate technologies to enhance technology support for SLOs. | | TP1.5 Incorporate planning for ICT technologies into system design of all new programs and services college-wide; instructional, student services and administration based on SLOs. |
| NO | % of new program designs linking ICT to SLOs | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Monitor progress of revision of associate and certificate programs for ICT input. | Documentation of planning that links ICT to SLOs | | | | |

## Information Technology

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT2.6 Data backup and security | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| Difference | Measurement | Treatment | | | Theory |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Battery backup management improvements to prevent disruptions for short power outages in the midst of a backup. | < $1,000 from operations expense & ~ 100 manpower's research and planning | TP1.6 Data Backup and Security: (Reference COM- FSM Communications Plan) to ensure continuity of programs and services supported by IT |
| YES | YES | % of backup verifications confirmed successful | 95% of daily backups | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| NONE | % of backup verification confirmed successful (documenta | 99% of daily backups completed | | | |

**Information Technology**

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.7 Network security | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Same response as to IT1.4 Monitor vulnerabilities & research ICT trends which covers software & hardware security vulnerabilities. | Same response as to IT1.4 Monitor vulnerabilities & research ICT trends which covers software & hardware security vulnerabilities. | TP1.7Monitor and maintain all network security apparatus employed by the COM-FSM and make response recommendations based on threats, continue to develop policies on security for internal data systems such as student, financial, and HR databases, and continue to upgrade systems such as network gateways to improve prevention capabilities capabilities. Continue daily scans of automated responses to known threats and remain vigilant to evidence of new threats to mission critical systems. and maintenance and expansion of core infrastructure (servers, networks, Internet and Intranet software), research and recommendations on trends in ICT industry with possible affect on the college and regional situation in support of core mission critical ICT systems in line with industry best practices appropriate to the college |
| YES | YES | % system up-time excluding external factors (telecom, energy, etc.) % of maintenance activities against maintenance plan, # of replacement units to upgrade capabilities to industry best practices | < 5% downtime due to security breaches or security compromises. | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | % system up-time excluding external factors (telecom, energy, etc.) % of maintenance activities against maintenance plan, # of replacement units to upgrade capabilities to industry best practices against plan | 0% downtime | | | |

## Information Technology

| Outcomes/Objectives | TP2 Enhance physical infrastructure to support communication and information services | | Plan Number | IT2.1 System firmware & software upgrades | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Installation of smart switches to allow improved management of virtual private networks (wifi, security cameras, shared printer's spooling, etc.), inter-building transfer speeds and updated monitoring software. | ~ $100,000 from tech fee | TP2.1 Rack and switch expansion and consolidation at National Campus. Servers, managed switches, system firmware and software upgrades for all campuses to ensure be more user friendly and accessible while ensuring security of college systems |
| YES | YES | % system up-time excluding external factors (telecom, energy, etc.) | 90% uptime | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Identify and respond to changing needs based on network congestion, users patterns, monitoring and responding to security vulnerabilities on internal networks where user devices have vulnerabilities that impact local network performance. | | % system up- time excluding external factors (telecom, energy, etc.) against target | 100% uptime | | | |

## Information Technology

| Outcomes/Objectives | TP2 Enhance physical infrastructure to support communication and information services | | Plan Number | IT2.2 Wireless security and access | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Linked authentication to existing SIS protocols and users. Security on wifi defined for individual usage with user caps on bandwidth. selection of sites and installation of appropriate antenna types to meet complete campus coverage. | ~ $80,000 from tech fee fund and IT operational funding. | TP2.2 Authenticated and secure college-wide wireless connectivity at all sites over 802.x to expand services to be more user friendly and accessible while ensuring security of college systems |
| YES | YES | % system up-time excluding external factors (telecom, energy, etc.) | 4/5 of campuses have wifi access | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Improve antenna and antenna placement, authentication software, update lists of blocked sites. | | % system up-time excluding external factors (telecom, energy, etc.) against target | 5/5 campuses have wifi access | | | |

**Information Technology**

| Outcomes/Objectives | TP2 Enhance physical infrastructure to support communication and information services | | Plan Number | IT2.3 Computer labs refresh rate | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | 3 computer labs turned over (2 national and 1 Chuuk campus) (Pictures Available?) | Tech fee for computers, software and peripherals | TP2.3 Purchase technology refresh for computer labs based on 2 year cycle per lab, funds permitting. Inclusive of all networking needs, software to match curriculum and associated peripherals. Replacements are system wide. |
| YES | YES | % of computer laboratory equipment turned over based on 2 year cycle | Exceed turnover rate of 1 per campus every two years as needed | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| NONE | | % of computer laboratory equipment turned over based on 2 year cycle | all labs that are part of the refresh rotation have functioning equipment | | | |

# Appendix 4: Human Resources

| Outcomes/Objectives | | HR1 Provide on- going professional development of faculty and staff | | Plan Number | | HR1.1 College wide staff development plan | |
|---|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | | |
| Difference | | Measurement | Treatment | | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Fully comply with policy on minimum qualifications BP 6009 (faculty), FP 6006 (employment polcy) | | | HR1.1 Develop and implement a comprehensive college-wide staff development plan that is linked to institutional priorities and respond to human resources needs. |
| YES | YES | % of faculty/staff trained by campus % of trained faculty/staff meeting job minimum requirements | 95% meet minimum qualifications | | | | |
| Adaptations | | Assessment | Data | | | | |
| Continue to adhere to hiring policies on minimum qualifications. | | % of faculty/staff trained by campus % of trained faculty/staff meeting job minimum requiremen against targets | 99% of faculty staff meet minium qualifications | | | | |

**Human Resources**

| Outcomes/Objectives | | HR1 Provide on- going professional development of faculty and staff | | Plan Number | | HR1.2 Turoring progarm procedures | |
|---|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | | |
| Difference | | Measurement | Treatment | | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | | HR1.2 By fall 2012 the college will have revised the procedures for the tutoring program that includes orientation training, standardized pay scale, evaluation process |
| NO | NO | % of tutors satisfactory completing orientation & training % of tutors evaluated annually | | | | | |
| Adaptations | | Assessment | Data | | | | |
| Transferred to EMSS FY 2015 | | % of tutors oriented and trained against targets % of tutors evaluated annually meeting satisfactory criteria | | | | | |

## Human Resources

| Outcomes/Objectives | HR1 Provide on- going professional development of faculty and staff | | Plan Number | HR 1.3 Mentoring program for new hires | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | HR1.3 'Develop and implement a mentoring program for all new hires by spring 2013 |
| YES | YES | % of new hires having mentors % of new hires receiving satisfactory performance evaluation at six months and one year | 95% new faculty and staff were mentoroed | | | |
| Adaptations | | Assessment | Data | | | |
| Instructional affairs is conducting an informal mentoring programs for new faculty.  Continue to informally mentor new hires. | | % of new hires having mentors and meeting satisfactory performance evaluation at six months and one year | 7/7 (100%) new faculty were mentored by division chairs 18/18 (100%) new staff were mentored by supervisors | | | |

## Human Resources

| Outcomes/Objectives | HR2 Recruit and retain top talented personnel to allow delivery of quality services. | | Plan Number | HR2.1 Staff recruitment & retention policies & practices | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Recruitment and retention policy revised 2015 and implmented. Employee handbook currently under development. | ~ $20,000 for consultant assistance with employee handbook reprogrammed from opearational funding. | HR2.1 Update recruitment and retention policies and practices to ensure quality and retention of employees. |
| YES | YES | % of filled positions & Retention Rate of faculty/staff | Issues revised policies to 98% of personnel | | | |
| Adaptations | | Assessment | Data | | | |
| Implment and train on the emplyment handbook (to be completed August 2016) | | $ of filled positions and Retention rate of faculty/staff against targets | 100% of personnel recieved revised policies | | | |

**Human Resources**

| Outcomes/Objectives | HR2 Recruit and retain top talented personnel to allow delivery of quality services. | | Plan Number | HR2.2 Micronesians development | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Broad distrubtion of college vacancy annoucnemnts within the FSM and to college and communities in the US where FSM students are in attendance. | ~ $1,500 for vacancy annoucnments on local media plus Pohnpei campus radio station annoncements. | HR2.2: Enhance programs to promote the development of Micronesians to meet the employment needs of the college. |
| YES | YES | % of Micronesian faculty/staff | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Use of social media for communicating vacancy annoucnments. | | % of Micronesian faculty/staff against target | | | | |

**Human Resources**

| Outcomes/Objectives | HR3 Update personnel policies and procedures to meet on-going institutional and Human Resources needs | | Plan Number | HR3.1 Personnel assessment | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | College wide assessment for maintenance and security postions conducted 2015. Implmentated included creating full time positions under mainteance and security that were previosly under special contracts. | Funding for new posisitons was transfereed from contractual sercies to peronnell. | HR3.1: Conduct personnel needs assessment college- wide. 5C2: Implement assessment results. 5C3: Provide policy review/information and trainings. |
| YES | YES | % of filled positions | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Conduct college wide assessment for students servcies staffing level, special contracts for tutors (all programs) | | % of filled positions against targets | | | | |

## Human Resources

| Outcomes/Objectives | HR3 Update personnel policies and procedures to meet on-going institutional and Human Resources needs | | Plan Number | HR3.2 Policy & processes short-term training | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | **HR3.2:By Fall 2012, the college will have developed a comprehensive process and policy regarding short-term technical training program.** |
| NO | | % of CTE faculty/staff meeting revised policy criteria | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| Instructional department covered this goal in their current curriculum handbook | | Approved policies and procedures | | | |

## Human Resources

| Outcomes/Objectives | HR3 Update personnel policies and procedures to meet on-going institutional and Human Resources needs | | Plan Number | HR3.3 Salary levels against peer institutions | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Faculty salary and benifits compated with PCC and CMI as regional instituions usiing IPEDS data. Adjustsment for overload payment scales for full time faculty was implmented in summer 2013. | Covered under operations budget. | **HR3.3: Monitor and report college salary levels against peer institutions** |
| YES | YES | Salary percentile against peer institutions | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| For future peer comparisons other staff categoies will be added. | | Salary percentile against targets | | | | |

**Human Resources**

| Outcomes/Objectives | | HR4: Provide administrative support for program improvements & Implementation | | Plan Number | HR4.1 Personnel changes from program prioritization | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Program priorizations to date have not recommended any elimination of programs and services or elimination or transfer of positions. | | HR4.1: Provide support for processing of personnel affected as results of program prioritization |
| YES | YES | % of personnel impacted by program prioritization receiving specialized assistance for transition | | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of personnel impacted by program prioritizatio receiving specialized assistance for transition against target | | | | |

**Human Resources**

| Outcomes/Objectives | | HR5: Provide administrative support for program improvements & Implementation | | Plan Number | HR5.1 Leadership & organizational development program | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Febraury 2015 Watson Training - 81 participants,April 2016 Watson Training- 41 participants, May 2016 Watson Training- 124 Participants, June 2016 Administrative and Legal Training - 24 participants | covered under operational budget | HR5.1: Develop and implement a leadership and organizational development program to train all managers on the common aspect of supervisory [managing people, finance, information, priorities, policies,etc.] |
| YES | YES | % of improved performance evaluations of supervisors receiving leadership and organizational training | | | | |
| Adaptations | | Assessment | Data | | | |
| | | Supervisor performance evaluations | | | | |

**Human Resources**

| Outcomes/Objectives | HR5: Provide administrative support for program improvements & Implementation | | Plan Number | HR5.2 MIP implementation | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | BO/IT has expanded the number of terminal licensed under the MIT to include HR and dowlnloaded MIT operational software on HR computers (May 2016). Data entry scheddule to begin in August 2016. | covered under operational budget | HR5.2: Improve effectiveness and efficiency of HR based on implementation of MIP module for Human Resources |
| YES | | Processing time for HR documents, Report generation time | | | | |
| Adaptations | | Assessment | Data | | | |
| | | Processing time for HR documents, Report generation time against targets | | | | |

**Human Resources**

| Outcomes/Objectives | HR5: Provide administrative support for program improvements & Implementation | | Plan Number | HR5.3 Professional development | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Membership and subscriptions are included in indiviudal office, campus, department budget and not consolidated under HR. | | HR5.3: Provide professional development opportunities through membership, subscription,and reference materials |
| NO | N/A | # of memberships and subscriptions used for professional development purposes | NONE | | | |
| Adaptations | | Assessment | Data | | | |
| Redo this strategy to reflect HR will survey office regarding memberships, subscriptions and impact on professional develpment. | | # of membershi and subscription used for professiona developme purposes against target | NONE | | | |

**Human Resources**

| Outcomes/Objectives | | HR5: Provide administrative support for program improvements & Implementation | | Plan Number | HR5.4 Attract qualified personnel for Office of President | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | 3 new positions (office of adancement & entrepuarial center) hired other positions remain the same. | Office of Advancement funded initially by fund balance and for FY2017 operational funds. Enterrepurial center funded by external grant. | HR5.4: Provide salary and benefits to attract and retain qualified personnel for Office of the President |
| YES | | % of filled positions & Retention Rate for Office of the President | 6/7 positions filled and 6/7 positions retained | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | 7/7 positions are filled, 7/7 positions retained; 1 position was eliminated | | | |

**Human Resources**

| Outcomes/Objectives | | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.1 Recruit and retain personnel Office of the President | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | 1 position was established and filled for a office of advancment and external affairs. Marketing coordination posisiton was not established. | ~ $140,792 was requested in FY2017 from operations funds to suppor the Office of Advancement | HR6.1Provide salary and benefits to attract and retain qualified and personnel for the Office of the President |
| YES | YES | % of filled positions & Retention Rate for Office of the President | 1/2 new positions establishesd | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | 1/2 new positions filled | | | |

**Human Resources**

| Outcomes/Objectives | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.2 Recrufi an retain personnel Office of the President | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Funding by President's office for VOCRE personnel step increase as per terms of agreement with Land Grant Program | Covered under operations budget. | HR6.2 Provide salary and benefits to attract and retain qualified personnel for the Office of the President |
| YES | YES | % of filled positions & Retention Rate for Office of the President | 1/1 positions | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | 1/1 positions | | | |

**Human Resources**

| Outcomes/Objectives | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.3 Recrufi an retain personnel Instructional Affairs | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Annual budgets included the calculated cost of benefit programs all positions in the department | Covered under operations budget. | HR3.6.3:Provide salary and benefits to attract and retain qualified personnel for Instructional Affairs |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | | | | |

**Human Resources**

| Outcomes/Objectives | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.4 Recruit and retain personnel Instructional Affairs | |
|---|---|---|---|---|---|
| Changes | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | Goals | Actions Taken | | |
| Difference | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Dean of Assessment is filled and moved under IEQA, 1 Public Health Instructor at Chuuk Campus was hired, Library Assistant at Pohnpei Campus was hired. The other positions were not established. | Covered under operations budget. | HR6.4:Provide salary and benefits to attract and retain qualified personnel for Instructional Affairs |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | 165 needed positions and 151 alrady filled, 14 are in the process of being fileld | | | |
| Adaptations | Assessment | Data | | | |
| Budget heads are to update on the needed positions to indicate budget year when positions will be available | % of filled positions against targets & Retention Rate against targets | 165 needed positions and 151 alrady filled, 14 are in the process of being fileld | | | |

**Human Resources**

| Outcomes/Objectives | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.5 Recruit and retain personnel Administrative Services | |
|---|---|---|---|---|---|
| Changes | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | Goals | Actions Taken | | |
| Difference | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Annual budgets included the calculated cost of benefit programs all positions in the department | Covered under operations budget. | HR6.5:Provide salary and benefits to attract and retain qualified personnel for Administrative Services |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | | | | |
| Adaptations | Assessment | Data | | | |
| | % of filled positions against targets & Retention Rate against targets | | | | |

**Human Resources**

| Outcomes/Objectives | | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.6 Recruit and retain personnel Student Services | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | 40 of 44 needed positions in FY 2016 were filled, 3 are in the process of being filled, other listed positions were not established under this department. | Covered under operations budget. | HR3.6.6:Provide salary and benefits to attract and retain qualified personnel for Administrative Services |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | 139 need positions and 134 already filled, 5 are in the process of being filled | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | 139 need positions and 134 already filled, 5 are in the process of being filled | | | |

**Human Resources**

| Outcomes/Objectives | | HR6: Provide Human Resources to support program needs | | Plan Number | HR6.7 Recruit and retain personnel Enrollment Management and Student Services | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Annual budgets included the calculated cost of benefit programs all positions in the department | Covered under operations budget. | HR3.6.7:Provide salary and benefits to attract and retain qualified personnel for Student Services |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | | | | |
| Adaptations | | Assessment | Data | | | |
| | | % of filled positions against targets & Retention Rate against targets | | | | |

**Human Resources**

| Outcomes/Objectives | | HR6: Provide Human Resources to support program needs | | Plan Number | | HR6.8 Recruit and retain personnel Enrollment Management and Student Services | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** | |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** | |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | Covered under operations budget. | HR3.6.8:Provide salary and benefits to attract and retain qualified personnel for student services | |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | 54 needed positions and 50 already filled, 2 positions are in the process of being filled, no decision is made on the other 2 positions | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| | | % of filled positions against targets & Retention Rate against targets | 54 needed positions and 50 already filled, 2 positions are in the process of being filled, no decision is made on the other 2 positions | | | | |

**Human Resources**

| Outcomes/Objectives | | HR6: Provide Human Resources to support program needs | | Plan Number | | HR6.9 Recruit and retain personnel Student Services | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** | |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** | |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Annual budgets included the calculated cost of benefit programs all positions in the department | Covered under operations budget. | HR3.6.9:Provide salary and benefits to attract and retain qualified personnel forIEQA | |
| YES | YES | % of filled positions & Retention Rate for instructional affairs | 18 of the 20 needed posiitons are filled, the other 2 are in the process of being filled | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| | | % of filled positions against targets & Retention Rate against targets | 18 of the 20 needed posiitons are filled, ther other 2 are in the process of being filled | | | | |

# Appendix 5: Facilities & Campus Environment

| Outcomes/Objectives | FCE1 The college will maintain a comprehensive plan and sequence of prioritized facilities construction that is linked to the Instructional Master Plan and all components of the Comprehensive Master plan of the college. (see Appendix A) | Plan Number | FCE1.1 Comprehensive master plan | | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | Requested approximately $13.0 million from FSM-NG. | Human Resources | 1.1.1 The comprehensive plan will be maintained and periodically updated based on the following criteria:1.1.1.1 total cost of ownership (impact on operations, maintenance, replacement of assets, utilities, etc.) and cost benefit analysis 1.1.1.2 green construction (LEED standards) 1.1.1.3 cost benefit analysis 1.1.1.4 accessible 1.1.1.5 maintenance costs 1.1.1.6 replacement facilities needs 1.1.1.7 total funding available from Compact IDP sources 1.1.1.8 instructional and other components of the college's master plan 1.1.1.9 conducive to learning 1.1.1.10 grounds and campus environment  1.1.2 Research and recommend specific criteria to FSM and OIA for building construction for use by the college at each of the campuses and appropriate for the college's tropical/Micronesian environment |
| YES / FSM-NG approved $7.6 million. | control consumption of energy (kw) usage, % of annual preventive maintenance activities completed, % of facilities accessible, campus crime statistics, maintain a minimum of good status on campus environment rubric | Request approximately $13.0 from FSM-NG to implement projects according to priorities setforth in the Master Plan. | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Request funding for Chuuk Campus and Kosrae Campus projects. | maintain or improvement of current levels against KPIs | FSM-NG approved $7.6 million for FY2017 budget. | | | |

## Facilities & Campus Environment

| Outcomes/Objectives | FCE2 Seek alternative funding for construction, alternative energy and other direct construction costs | | Plan Number | FCE2.1 Alternative funding | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Funding sought from China Embassy and FSM National Governement to fund repair of National Campus Gymnasium based on college's long term mainteance plan. | ~ $100,000 from China Embassy and $115,000 from FSM National Government | FCE2.1 Use the comprehensive plan as the basis for seeking alternative funding for construction and major renovation from governments with diplomatic relations with the FSM, foundations, and public and private organizations |
| YES | YES | Dollar amount and number of alternate funding donations received | $50,000 annually | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Seek funding for energey concservations and energy reduction. | | Alternate funding received against targets | ~ $215,000 received | | | |

## Facilities & Campus Environment

| Outcomes/Objectives | FCE1.2 Seek alternative funding for construction, alternative energy and other direct construction costs | | Plan Number | FCE2.1 the comprehensive plan | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Outsourced Facilties Master Plan Study with input the colege community and stakeholders | ~ $290,000 provided by Office of Insular Affairs, FSM provided $7.6 million for projects starting in 2017. | FCE2.1 Use the comprehensive plan as the basis for seeking alternative funding for construction and major renovation from governments with diplomatic relations with the FSM, foundations, and public and private organizations |
| YES | YES | Dollar amount and number of alternate funding donations received | Completion of Facilities Master Plan to support funding of facilities | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| FSM allocated $7.6 million to fund four college projects (Pohnpei campus technical classroom, multipurpose shop and infracture upgrade; National campus student center) | | Alternate funding received against targets | Beca consulting completed the Facilites Master Plan Study (2013) for the college | | | |

## Facilities & Campus Environment

| Outcomes/Objectives | FCE3 Secure release of approved Compact Infrastructure Plan (CIP) projects | | Plan Number | FCE3.1 CIP projects | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Facilities Master plan Study was conducted bby Beca international Lt. and completed in March 2013 while college projects were under suspension by JEMCO. Funding request submitted to FSM National Government based on Beca study in spring 2016 | ~ $290,000 provided by Office of Insular Affairs | FCE3.1 Re-prioritize CIP projects based on instructional master plan to emphasize consolidation of selected CTE program at Pohnpei Campus to secure release of CIP funding from OIA |
| | YES | % of CIP funds released | Develop and implement Facilities Master Pan | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| The college will be following Beca recommendations in its funding submission to FSM NG and alternative funding sources. | | # of CIP project a) approved b) constructed | Facilities Master Plan Study | | | |

## Facilities & Campus Environment

| Outcomes/Objectives | FCE4.1 Maintain and update a college facilities and fixed assets maintenance plan | | Plan Number | FCE4.1 Annual preventive maintenance | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Conducted workshop to review and improve preventative maintenance plans. Developed AC unit inventory, and vehicle inventory and replacement plan. Developed flourescent light fixture inventory and light fixture replacement plan to reduce energy use. | In 15/16, 60% ($150,000) of National campus maintenance funds was diverted to meet actual cost of Chuuk, Kosae & Pohnpei maintenance needs. | 4.1 Prioritize preventive maintenance for all facilities and fixed assets at the college 2.1.2 Develop and implement a building status rubric/assessment form |
| YES | | maintain a minimum of good status against the building condition rubric/assessment form | Develope and implements preventative maintenance plan for all sites. | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| College wide energy conservations and energy reduction program will be prioritized in FY2017. | | % of building in good status against building condition rubric/assessm form | Preventative Maintenance Plans for all sites | | | |

**Facilities & Campus Environment**

| Outcomes/Objectives | FCE4.1a Ensure consistency of power and water supply at all campuses | | Plan Number | FCE4.1a Power & water | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Purchased and installed generator for the residence hall, dining hall, dispensary and bookstore. Transfered generator from Chuuk Campus to National Campus to serve as stand-by generator for Maintenance Building, Securioty and IT Shop building. | Operations fund, facilities fee & contigency fund | FCE4.1a Provide electric, water, backup generators and fuel costs to ensure consistency of instructional and support operations |
| YES | | % of time classes are operating in a normal fashion and not affected by power and water outages (outages lasting more than 30 minutes) | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Purchase of power generator for National campus gym & agriculture building | | Consistency of power and water services to each site. | | | | |

**Facilities & Campus Environment**

| Outcomes/Objectives | FCE4.1b Ensure facilities meet instructional and support needs | | Plan Number | FCE4.1b Major repairs & renovation shedule | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | Long term maintenace plan | | FCE4.1b Schedule major repairs and renovations of facilities to align with instructional and support services needs and minimize downtime of facilities |
| NO | 37% complete | % of major renovations and repairs complete against schedule | Complete repair of 33% of total buildings college wide. | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Funds were used to support state campus building maintenance needs | | Implementatio of major repairs and renovations plans. | Annual preventative maintenance plan | | | |

**Facilities & Campus Environment**

| Outcomes/Objectives | FCE4.2 Provide operations support for maintenance contingency fund | | Plan Number | FCE4.2 Maintenance contingency fund | |
|---|---|---|---|---|---|
| Changes | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | Goals | Actions Taken | | |
| Difference | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Installation of generator for national campus buildings M & N (ESS classroom, maintenance, security, CRE & IT) | ~ $20,000 from contigency fund | FCE4.2 Provide $50,000 annually to maintenance contingency fund |
| YES | YES | $ added yearly to maintenance contingency fund | ~$50,000 annually added to maintenance contingency fund | | | |
| Adaptations | Assessment | Data | | | |
| Contigency fund is used for unscheduled repair, maitneance, renovation | % change in maintenance contingency fund | $50,000 received for maintenance contigency fund | | | |

**Facilities & Campus Environment**

| Outcomes/Objectives | FCE5  Ensure that facilities and equipment meets need to support all programs and services as identified in the instructional plan | | Plan Number | FCE5.1 Annual facilities inventory & plan review | |
|---|---|---|---|---|---|
| Changes | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | Goals | Actions Taken | | |
| Difference | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Facilities inventory updated, enollment management indictors (facilites) updated | Human resources (time & effort) | 5.1 Provide annual inventory of facilities and equipment to support programs and services.  3.1.2 Identify projects needed to ensure facilities needs for college programs and services. 3.1.3 Conduct annual review of the college' s capital improvement project plan. |
| YES | YES | % of facilities and equipment available against instructional needs | EM indicators | | | |
| Adaptations | Assessment | Data | | | |
| Ongoing | % of facilities and equipment available against instructiona needs | Enrollment Management indicator | | | |

## Appendix 6: Administrative Services

| Outcomes/Objectives | | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.1 Maintenance & Expansion of IT services | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | 1) To address outside recruitment of staff, career opportunities within the COM-FSM system are emphasized in terms of professional and personal development. 2) Steps being taken to attract qualified programmers even limitations of salary offered (very low for skill sets needed). | Standard salary levels for COM-FSM (not attractive or competitive for IT positions with the skill sets needed to maintain and expand IT systems for higher education). | TP1.1 Maintenance and expansion of systems to accommodate and support mission critical technology functions; Internet lease line cost, central networks, pbx phone systems, central servers, databases, systems software/security, web services. Build Information Systems that dynamically manage website content: Campus-managed alerts and news items, for display in Campus-specific alerts or other priority communications. Improve network systems, provide for Instructional Support and User support in general. |
| YES | YES | % of filled positions & Retention Rate, network efficiency (indicators such as; latency, wait time, cache hits etc.) | 5 of 6 filled positions (Note: 1) only 1 programmer position was budgeted 2) addressed only national campus personnel, 3) IT personnel at states under Campus Deans) | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| Proposed enhancements to SIS including pre-admission module, financial aid transcript, linking external Learning Management Software to SIS for tracking and reporting SLO information. | | % of filled positions against targets & Retention Rate against targets. Network efficiency against targets. | 5 of 6 positions filled & 5/6 positions retained | | | |

**Administrative Services**

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.2 IT mission critical systems | |
|---|---|---|---|---|---|
| Changes | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | Goals | Actions Taken | | |
| Difference | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Programming on installed system wide smart switches to improve data traffic shaping (~ biweekly adjustments). Redesign of wiring, placement of switches, replacement of existing equipment, power locations, wifi antenna placement, Virtual Private Networks (VPN) for isolation of systems and improved security at Pohnpei campus in preparation of new construction to replace existing vocational & TRIO building. Programming adjustments on the SIS - AR module, improved reporting capacity to OAR for college reporting to external agencies. | Operations & tech fee funds for switches and other equipment. Travel funding from CRE to accommodate satellite dish installation at Chuuk, Kosrae and Yap campuses. | TP1.2 Maintain and expand COM-FSM mission critical systems such as the online Student Database to continue to address the expanding needs of the COM- FSM system |
| YES | YES | % system up-time excluding external factors (telecom, energy, etc.) # of new modules and # of improvements on existing modules | 90% uptime | | | |
| Adaptations | Assessment | Data | | | |
| | | % system up-time excluding external factors (telecom, energy, etc.) # of new models and # of improvement on existing modules against targets | 100% Uptime | | | |

**Administrative Services**

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.3 Cooperation with faculty on ICT technologies | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | 1) Interactive panels installed in computer and chemistry laboratories (4 National campus and 1 new panel in each state campus). 2) Wifi extended to classrooms all campuses. 3) Computer labs refreshed (2 National 1 Chuuk) Link to article on interactive panels | Operational budget (tech fee) | TP1.3 In cooperation with Instructional Affairs, establish directions that link best instructional practices to ICT technologies;  Facilities, infrastructure, support Staff, capacity building. |
| YES | YES | # of technology initiatives implemented in collaboration with instructional affairs | 4 Interactive panel across campuses, extend wifi to classrooms in at least 3 campuses, refresh a minimum of two computer labs. | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| Additional training on use and care of interactive panels as well as seeking tech options for automation. | # of technology initiatives implemented in collaboration with instructional affairs against targets | 8 interactive panels installed, wifi extended to classrooms at all campuses, 3 computer labs refreshed. | | | |

## Administrative Services

| Outcomes/Objectives | TP1 To deliver effective technology services to support college services | | Plan Number | IT1.4 Monitor vulnerabilities & research ICT trends | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | Monitor daily vulnerabilities from computer emergency readiness teams (CERT). Conduct research on issues such as accurate time for beginning and ending of class sessions, experiment with drones for high angle video & photography for publication use. research based on CERT warnings, research on wifi appropriate for maximum penetration & interactive panels appropriate for instructional use. | Time & effort, set up to receive CERT bulletins automatically, system generated root reports and developing and implementing appropriate interventions | TP1.4  Monitor and track new technologies and evaluate relevance for use at the college; for current and future ICT technologies and developments. |
| YES | YES | # of technology initiatives implemented in collaboration with instructional affairs | Daily review of relevant news and information recognized IT information sources and system logs | | | |
| Adaptations | | Assessment | Data | | | |
| Participate in annual IT security conferences where vulnerabilities are discussion and projection of future threats | | Reports | Daily review completed including system generated root reports, warning bulletins from CERT sites on vulnerabilities related to system hardware and software | | | |

## Appendix 7: CRE/LG

| Outcomes/Objectives | 6.01 Pro-actively address Food security issues in preparation for Climate Change effects | | Plan Number | AES | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.01.1 Preserve biodiversity through the identification and appropriate research on the control of pests and invasive species of non-indigenous and harmful organisms |
| YES | Links to other agencies maintained, all invasive species identified with locations, assisted control of one IS per year, no new terrestrial invasive established | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | observations and reports by conservation NGOs and gov't agencies | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.01 Pro-actively address Food security issues in preparation for Climate Change effects | | Plan Number | AES | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** / **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.01.2 Select and continuously monitor available salt tolerant root crops and other staple foods |
| | Identify, multiply and distribute salt tolerant varieties of taro, sweet potato, and swamp taro suitable for consumers in FSM | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | observation and research reports | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.01 Pro-actively address Food security issues in preparation for Climate Change effects | | Plan Number | AES | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.01.3 Identify, select, and/or breed food and fiber crops resistant to or tolerant of anticipated disease and pest conditions |
| | | identify, develop, multiply and distribute disease resistant/tolerant food plant material, especially citrus in Kosrae, bananas and yams in Pohnpei and Swamp Taro in Yap | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | observation and research reports | | | |

**CRE/LG**

| Outcomes/Objectives | 6.02 Provide CRE salaries for AES/Hatch personnel | | Plan Number | AES | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | All positions filled & retained | All poistions filled & retained | 6.02.1 Provide salary and benefits to attract and retain qualified personnel for research (AES) in agronomy and aquaculture |
| YES | YES | % of filled positions & Retention Rate for AES research personnel, Minimum of 3 Hatch funded research projects | Filled position aes (researchers) 3/4, Retained aes( reserachers) 3/4; Filled aes (research assistants) 4/5; Retained aes (research assistants) 4/5 | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| NO | | % of filled positions against targets & Retention Rate against targets | Filled position aes (researchers) 4/4, Retained aes( reserachers) 4/4; Filled aes (research assistants) 5/5; Retained aes (research assistants) 5/5 | | |

**CRE/LG**

| Outcomes/Objectives | 6.03 Provide basic operational costs for AES/Hatch research programs | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** \| **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.03.1 Provide basic operational costs to support research (AES) in agronomy and aquaculture |
| | # of Hatch funded research projects | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | Minimum of 3 Hatch funded research projects | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.04 Pprivde CRE CES salaries against Smith/Lever personnel | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** \| **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.04.1 Provide salary and benefits to attract and retain qualified personnel for extension services in 7 approved core programs of the COM-Land Grant Program Plan of Work those being: 1) global Food Security and Hunger, 2) Climate Change, 3) Child Obesity, 4) Food Safety, 5) Aquaculture, 6)Families, Youth and Communities, 7) Sustainable Energy. |
| | % of filled positions & Retention Rate for CES extension program staff | | | | |
| **Adaptations** | **Assessment** | **Data** | | | |
| | % of filled positions against targets & Retention Rate against targets | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.05 Provide basic operational costs to support extension outreach services through Smith/Lever | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** / **Actions Taken** | | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.05.1 Provide basic operational costs to support extension services in 7 approved core programs of the COM-Land Grant Program Plan of Work those being: 1) global Food Security and Hunger, 2) Climate Change, 3) Child Obesity, 4) Food Safety, 5) Aquaculture, 6)Families, Youth and Communities, 7) Sustainable Energy. |
| | | % of clients receiving training, technical assistance, planning assistance, nutrition guidance who implemented aspects of the assistance received | | | |
| Adaptations | | Assessment | Data | | |
| | | % of clients receiving training, technical assistance, planning assistance, nutritiion guidance who implemented aspects of the assistance recieved against targets | | | |

**CRE/LG**

| Outcomes/Objectives | 6.06 Maximize US federal support for extension services through CRE/CES Smith/Lever programs | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.06.1 Develop MOU with FSM states for matching Smith/Lever progams to increase extension impact (Each state is eligible for matching funds made available from USDA each year. Dollar for dollar match is available based on approval from USDA of up to about $35,000 per state) |
| | | $ match per state, # of state MOUs | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | $ match per state, # of state MOUs | | | |

**CRE/LG**

| Outcomes/Objectives | 6.07 Maintain or epxand current level of agriculture education grants recieved in areas such as CRE/RI incl. DE | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.07.1 Provide well written grant proposals either as the college or as part of a consortium of land grant colleges that meet needs of the college |
| | | $ amount of grants received, # of grants recieved | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | $ amount of grants received, # of grants recieved | | | |

**CRE/LG**

| Outcomes/Objectives | 6.08 Support CRE administration costs not covered by USDA land grant funding | | Plan Number | CRE | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.08.1 Provide primarily support for staff salary increases and benefits not covered by USDA land grant |
| | | Retention rate for staff | | | |
| Adaptations | | Assessment | Data | | |
| | | Retention rate for staff | | | |

**CRE/LG**

| Outcomes/Objectives | 6.09 Develop sustainable food production systems that are responsive to climate change, acceptable to the communities served and a source of food security. | | Plan Number | AES | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.09.1 Identify and promote crop and livestock production and management techniques to respond to anticipated socio-economic and climatic changes |
| | | Local Feed blend for pigs and chickens identified, 5- 10 deep litter demonstration systems established per state, 20 % decrease in number of EPA non-compliant piggeries | | | |
| Adaptations | | Assessment | Data | | |
| | | observation and survey of clients | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.09 Develop sustainable food production systems that are responsive to climate change, acceptable to the communities served and a source of food security. | | | Plan Number | | AES | |
|---|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | | **Intended Purpose** | |
| | | | Goals | Actions Taken | | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** | |
| Active | Met/Not Met | Key Performance Indicator | Target | | | | 6.09.2 Work with limited resource farmers to identify alternative methods of food production such as home gardens, micro-gardening, container gardening, raised bed gardening | |
| | | 5 or more farms and/or school demonstration sites established per year per state | | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | | |
| | | observation and survey of clients | | | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.09 Develop sustainable food production systems that are responsive to climate change, acceptable to the communities served and a source of food security. | | | Plan Number | | CES | |
|---|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | | **Intended Purpose** | |
| | | | Goals | Actions Taken | | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** | |
| Active | Met/Not Met | Key Performance Indicator | Target | | | | 6.09.3 Developing techniques for processed foods to support entrepreneurs in local and export markets, product storage and efficient usage | |
| | | Local foods that are competitive in price and ease of preparation to imported foods and are available in local outlets or are being prepared at home | | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | | |
| | | observation and survey of clients | | | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.09 Develop sustainable food production systems that are responsive to climate change, acceptable to the communities served and a source of food security. | | Plan Number | AES | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.09.4 Develop and promote locally appropriate climate-smart farming practices |
| | | Local farmers in vulnerable situations are adapting techniques proposed by CRE | | | | |
| Adaptations | | Assessment | Data | | |
| | | community preparations and pro-active attitude | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.09 Develop sustainable food production systems that are responsive to climate change, acceptable to the communities served and a source of food security. | | Plan Number | AES | |
|---|---|---|---|---|---|
| Changes | | Expected Outcome | **2015-16 Outputs** | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.09.5 Implement other research to support the 7 approved core programs of the COM-Land Grant Program Plan of Work, namely: 1) Global Food Security and Hunger, 2) Climate Change, 3) Child Obesity, 4) Food Safety, 5)Aquaculture, 6) Families, Youth and Communities, 7) Sustainable Energy. |
| | | | | | | |
| Adaptations | | Assessment | Data | | |
| | | | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.10 Increased research capacity in Natural Resources and Food systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.10.1 Develop an Institute for Natural Science, Energy, Research and Training (INSERT) to be responsive, as a management unit and administrative tool, to the identified needs of State and National Governments and donor/ funding agencies |
| | | Institute in place with mandate, funding and Board of Directors | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | legal documentation is in place, observation | | | |

**CRE/LG**

| Outcomes/Objectives | 6.10 Increased research capacity in Natural Resources and Food systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | **Goals** | **Actions Taken** | | |
| **Difference** | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.10.2 Implement research programs of interest to all State and National governments, local and international agencies and private industry |
| | | Organizational structure of INSERT established and operating, $300,000 per year in grants secured and researchers in place as needed | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | record of research requested and enacted, minutes of Board meetings | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.11 Maintain Research Laboratories in all states of the FSM | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.11.1 Identify and contract qualified research personnel in all states and for special projects |
| | | all positions are filled with appropriate staff | | | | |
| Adaptations | | Assessment | Data | | | |
| | | Observation | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.11 Maintain Research Laboratories in all states of the FSM | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.11.2 Maintain research laboratories and equipment suitable for the identified needs of each state |
| | | Facilities are in top shape structurally and labs have the equipment required to conduct the proposed research and it is in good working order | | | | |
| Adaptations | | Assessment | Data | | | |
| | | Inventories, photo documentation of facilities conditions | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.12 Develop MOU with every state to move Extension functions to COM- FSM | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.12.1 Describe benefits of collaborative efforts between CES and state government agencies work with states to identify appropriate transfers, secure MOUs, secure matching funds from LGP |
| | | MOUs with all 4 states are in place | | | | |
| Adaptations | | Assessment | Data | | | |
| | | legally binding MOUs are in place with all states | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.12 Develop MOU with every state to move Extension functions to COM- FSM | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.12.2 Secure state funds to match USDA funds for support of MOUs |
| | | funds deposited, Annual Plan of Work developed | | | | |
| Adaptations | | Assessment | Data | | | |
| | | State satisfied with actions and reports | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.13 Provide comprehensive Extension services to the identified client communities | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.13.1 Key Extension personnel are in place to plan and manage outreach efforts |
| | | personnel are in place and observation of outcomes | | | | |
| Adaptations | | Assessment | Data | | | |
| | | outcomes of the state POW | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.13 Provide comprehensive Extension services to the identified client communities | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.13.2 Develop cross training and staff development training program, procedures and recognition system for existing personnel |
| | | surveys complete and recognition system approved by BOR an COM-LGP | | | | |
| Adaptations | | Assessment | Data | | | |
| | | cross training POW in place for future | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.13 Provide comprehensive Extension services to the identified client communities | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.13.3 Provide cross training and staff development training to existing personnel, apprentices and student interns |
| | | each extension staff member completes three training programs per year | | | | |
| Adaptations | | Assessment | Data | | | |
| | | improved capacity of existing agents | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.13 Provide comprehensive Extension services to the identified client communities | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose |
| | | | Goals | Actions Taken | | |
| Difference | | Measurement | Treatment | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | 6.13.4 Provide advisory services to collaborating government and international agencies |
| | | CRE is recognized as a prime source of guidance for policy development, grant proposal preparation in appropriate fields | | | | |
| Adaptations | | Assessment | Data | | | |
| | | number of involvements in policy and grant development | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.13 Provide comprehensive Extension services to the identified client communities | | Plan Number | CES | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| Active | Met/Not Met | **Key Performance Indicator** | **Target** | | | 6.13.5 Provide outreach programs to support the 7 approved core programs of the COM-Land Grant Program Plan of Work those being: 1) Global Food Security and Hunger, 2) Climate Change, 3) Child Obesity, 4) Food Safety, 5)Aquaculture, 6) Families, Youth and Communities, 7) Sustainable Energy. |
| | | as per the USDA annual reporting template | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | client survey and on-line reports from agents. | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.14 Increase Economic Development in the FSM | | Plan Number | CES | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| Active | Met/Not Met | **Key Performance Indicator** | **Target** | | | 6.14.1 Provide Entrepreneurship training for youth, farm families and community groups |
| | | number of new small businesses started | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | client survey and on-line reports from agents. | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.14 Increase Economic Development in the FSM | | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.14.2 Provide management training, business planning and production as 'Transition from Subsistence to semi-Commercial farming' as a state-by-state training for ag. professionals Training of Trainers |
| | | number of subsistence farmers transitioning to semi-commercial, | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | Observation, post training testing | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.14 Increase Economic Development in the FSM | | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.14.3 Provide Climate Change Management and Energy Management advisory to clients |
| | | Plan of work in place, training material developed in vernacular agents trained | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | number of households with improved knowledge of power needs and ability to conserve | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM and the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.15.1 visit each state site at least once per year to assess programs and improve administration |
| | | Communications with all state sites is improved with no issues taking more than one month to resolve | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | observation, inventories and personnel satisfaction | | | |

**CRE/LG**

| Outcomes/Objectives | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM adn the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | |
| **Difference** | | **Measurement** | **Treatment** | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | 6.15.2 Attend and report CRE activities and accomplishments to all COM- FSM and COM- Land Grant Program Board of Regents meetings |
| | | appropriate reports are provided, COM-FSM interests are represented at COM-LGP meetings | | | |
| **Adaptations** | | **Assessment** | **Data** | | |
| | | COM-FSM and COM- LGP compatibility on all levels | | | |

**CRE/LG**

| Outcomes/Objectives | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM and the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.15.3 Represent COM-FSM and CRE in an advisory capacity to State, National, and International agencies and conferences as requested or assigned by President |
| | | CRE has input to key state and national policy development, COM-FSM is recognized as a source of proven technological information based on research | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | review of gov't policy papers, plans and reports, survey of agencies for CRE recognition | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM and the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.15.4 Maintain a well prepared, professional and dedicated staff throughout the four states |
| | | CRE Staff are paid comparable to all other COM-FSM personnel as determined by their job audit positioning and receive the same benefits as all COM-FSM employees and according to the Memorandum of Understanding with COM- LGP | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | positions are full and personnel stay in their positions for extended years | | | | |

**CRE/LG**

| Outcomes/Objectives | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM and the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | |
| Difference | | Measurement | Treatment | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | 6.15.5 Provide exemplary administrative support for all state level programs and special projects |
| | | Requests are processed within two days to the BO, checks are released within one day of receiving from the BO. No documents are lost Account information is available on-demand | | | |
| Adaptations | | Assessment | Data | | |
| | | satisfaction of all state level staff, auditing and reconciliation with COM- LGP is clear | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.15 To provide effective and exemplary administration of CRE programs at COM-FSM to support efforts in the USDA Land Grant Plan of Work and to link the COM-FSM and the COM-LGP systems | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | **6.15.6 Provide and maintain appropriate physical facilities and resources for Extension and Research** |
| | | researchers are provided with adequate laboratory space, Extension is provided with office and demonstration space, administration has office space on all state campuses, sufficient vehicles and equipment and supplies are provided | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | observation, inventories and personnel satisfaction | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.16 Support Instructional services | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | **6.16.1 Provide formal classroom instruction - either as resource person or as adjunct instructor** |
| | | satisfaction of IA needs | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | course evaluations | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.16 Support Instructional services | | Plan Number | | CRE | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | | 6.16.2 Assist Public and Private school systems for instructional support to incorporate Agriculture in the Classroom and gardening demonstrations and to review science curriculum as requested |
| | | number of school gardens, incidence of Micronesian natural examples included in school sciences | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| | | DOE review | | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.16 Support Instructional services | | Plan Number | | CRE | |
|---|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | | **2015-16 Inputs** | **Intended Purpose** |
| | | | **Goals** | **Actions Taken** | | | |
| **Difference** | | **Measurement** | **Treatment** | | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | | 6.16.3 Assist with bridging-the-gap programs and student recruitment efforts in public and private schools through efforts including Summer Science Fairs and Nature Clubs |
| | | Nature clubs are in place, Science Fairs are conducted student recruitment materials are evident | | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | | |
| | | survey incoming students | | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.17 Maintain well qualified and dedicated staff in all CES positions throughout the states and administrative office | | Plan Number | | CRE | |
|---|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose | |
| | | | Goals | Actions Taken | | | |
| Difference | | Measurement | Treatment | | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | | 6.17.1 identify, contract and maintain well qualified staff in all states in all positions |
| | | All positions are filled and programs are active | | | | | |
| Adaptations | | Assessment | Data | | | | |
| | | observation | | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.18 Increase Food and Nutrition awareness and promote healthy lifestyles | | Plan Number | | CES | |
|---|---|---|---|---|---|---|---|
| Changes | | Expected Outcome | 2015-16 Outputs | | 2015-16 Inputs | Intended Purpose | |
| | | | Goals | Actions Taken | | | |
| Difference | | Measurement | Treatment | | | | Theory |
| Active | Met/Not Met | Key Performance Indicator | Target | | | | 6.18.1 Provide EFNEP food and Nutrition training modules throughout FSM |
| | | To provide full training to 200 clients in each state per year | | | | | |
| Adaptations | | Assessment | Data | | | | |
| | | observation and client testing | | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.19 CRE/Resident Instruction | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.19.1 Support class and laboratory needs of AS Ag. and natural Resources and AFT programs through field demonstrations and in-class assistance to formal instructors |
| | | ag students are better informed of agriculture and resource management in FSM | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | course assessments | | | | |

**CRE/LG**

| Outcomes/Objectives | | 6.19 CRE/Resident Instruction | | Plan Number | CRE | |
|---|---|---|---|---|---|---|
| **Changes** | | **Expected Outcome** | **2015-16 Outputs** | | **2015-16 Inputs** | **Intended Purpose** |
| | | | Goals | Actions Taken | | |
| **Difference** | | **Measurement** | **Treatment** | | | **Theory** |
| **Active** | **Met/Not Met** | **Key Performance Indicator** | **Target** | | | 6.19.2 Compete for and secure at least one grant per year to support instruction in Agriculture and Food related sciences |
| | | Ag. instructors throughout the COM-FSM system are better supported, at least $6000 per year is dedicated to scholarships for on-going students, at least one student per year receives Experiential learning in a regional institute | | | | |
| **Adaptations** | | **Assessment** | **Data** | | | |
| | | grant received | | | | |